

Building a world where nothing goes to waste

ESG Report: Financial year 2023

Full Document





About this report

Our ESG report: Financial Year 2023 (FY23) reflects on our corporate ESG goals and showcases our ESG-focused approach to the business strategy. It underlines our commitment to identify what matters most and where we can make the biggest impact and then to report upon it accurately so that we, and you, can track our progress.

The glossary contains a list of technical words, terms and phrases that may require further explanation. A link to the definition is provided the first time the word or phrase appears within the report.

Links are shown as follows: *example*, and may lead to external websites or downloads. References are shown like this: *example*^x.

Also, look out for some of these common abbreviations used throughout the report:

ESG (*Environmental, Social and Governance*)

EfW (*Energy from Waste*)

ERF (*Energy Recovery Facility*)

GHG (*Greenhouse Gas*)

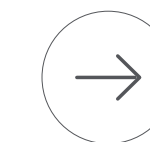
CCS (*Carbon Capture and Storage*)

The report has been designed to be as easy to navigate as possible.

Page numbers can be clicked to jump directly from the contents page to the desired sections and the quick links panel on the right-hand side of each page will help you move easily through the report:



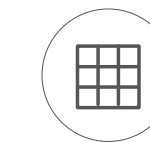
Contents: Return to the main contents page



Forward: Move forward one page through the report



Back: Move back one page through the report



Metrics: Jump forward to ESG data for FY23



Appendix: Jump forward to glossary and references

All our FY23 ESG metrics were externally verified by LUCIDEON. The assumptions, methods and procedures that are followed in the development of the reported data have been tested and the data audited for accuracy and consistency. Verification statement is available [here](#).



Contents

Foreword:

Kevin Bradshaw, Chief Executive Officer	4
Paul Davies, ESG Committee Chair	5
Dr Tim Rotheray, Director of ESG and External Affairs	5

Executive Summary	6
--------------------------	----------

Building a world where nothing goes to waste: Our achievements	9
---	----------

Introduction	11
---------------------	-----------

Launching our ESG strategy	14
-----------------------------------	-----------

Who we are as a business	18
---------------------------------	-----------

Looking after our people	26
---------------------------------	-----------

Looking after our communities	45
--------------------------------------	-----------

Looking after the environment	62
--------------------------------------	-----------

Our year ahead	77
-----------------------	-----------

ESG Metrics	79
--------------------	-----------

Appendix	93
-----------------	-----------

Creating an ambitious ESG strategy is one thing. Putting in the hard miles to realise that strategy, to invest in making a positive difference, is another altogether. The publication of our first externally verified ESG report demonstrates Viridor's commitment to keeping its word and making a difference.

Kevin Bradshaw,
Chief Executive Officer



Last year we published our first full *ESG strategy*, building on the initial commitments made in 2021. Our commitment to being a net zero business by 2040 and to building a route to fully circular plastics by 2025 are now underpinned by a strategy that sets out how we integrate ESG into the fabric of our business.

ESG always risks being treated as a side show to the central business strategy, but our sector and, increasingly, the wider economy, is now driven by ESG. That is why we have set ESG at the heart of our business strategy. Our decisions are shaped by ESG and ESG informs our business focus. This document is the first time we report in full against that strategy and with a fully independently audited data set.

This report sets out where we are delivering meaningful progress: such as developing carbon capture and driving a circular polymers business with the acquisition of Quantafuel ASA, but also where we have work to do—such as driving greater diversity within the business. The report is comprehensive and transparent—not shying away from the challenges we face. It is also optimistic. Showing that good business and ESG performance are not necessarily in tension but can be synergistic.

Delivering on ESG continues to depend on a strong and consistent policy environment, particularly for CCS but also for plastics. In a sector shaped by regulation, business ambition and Government commitment can deliver the most significant change when working together.

I trust that you enjoy reading the report and gain a sense of our commitment to deliver outstanding ESG performance.



Foreword

This has been a significant year for ESG at Viridor. We published our ESG strategy, delivered ESG roadshows and we witnessed the selection by the UK Government of our Runcorn facility as one of the first carbon capture and storage (CCS) projects in the UK; a key milestone towards delivering our net zero strategy.

We have also embedded HomeSafe across the organisation with its strong focus on safety and wellbeing, and became an accredited Great Place to Work employer, with all the underlying improvements. But there is still much to do!

In financial year 2024, we will be focused on the levers and actions needed to improve our diversity, recruitment and retention of talent—with clear long-term goals. We will further embed our HomeSafe strategy with an increased focus on wellbeing, and for the first time we have full independent verification of our ESG report data to assure its quality and ambition.

Furthermore, we will look to implement CCS at our Runcorn facility, while also submitting bids to invest in CCS at additional plants in the UK Government's next round of competitions. Key to delivering our ambition is policy that effectively enables investment. This is particularly the case with CCS where policy is an essential foundation to maintaining early momentum.

Our ambition is for Viridor to continue to be seen as a great place to work both internally, because of the progress we are making, but also externally, through our impact on society as a whole and our industry leadership in decarbonisation and sustainability.



Paul Davies,
ESG Committee Chair

A handwritten signature of Paul Davies in green ink, written in a cursive style.

In 2023, the ESG newswires have been dominated by the risks and realities of **greenwashing** on ESG. A new lexicon, from **greenwishing** to **greenhushing**, has been created to cover all the ways companies set soaring ambition but deliver limited progress (or even renege on commitments).

Against that backdrop, we launch our first fully independently verified ESG report, as part of our commitment to ensure that we back up our ambition with consistent and credible reporting.

Setting out our ambition is relatively easy. Making it happen requires engagement and consistent effort. Our ESG roadshows, where every Viridor site, from the smallest to the largest, was visited by the ESG, SHEQS and HR teams, were a critical opportunity to set out why ESG matters to everyone in the business and why each person is essential to help us deliver on ESG. Whether it's through projects such as leading on safety, CCS, community engagement, apprenticeships, or excellence in reporting, ESG is delivered by the entire business.

I hope that you enjoy reading this report and that the commitment and pride across the business about being part of a company working for positive change comes through on every page.



Dr Tim Rotheray,
Director of ESG and
External Affairs

A handwritten signature of Dr Tim Rotheray in green ink, written in a cursive style.

Executive summary

When Viridor launched the ESG strategy in summer 2022, we underlined our commitment to ensure our words were matched by our actions. To that end, the last year in ESG has been about creating a sense of ownership of ESG across our business. Generating a culture in which all our colleagues value how much what they do, and the decisions they take, are integral to realising our purpose of building a world where nothing goes to waste.



We started the financial year finalising and launching our ESG strategy.

A strategy based on identifying and mitigating our key risks and generating new opportunities all through the lens of our major stakeholder groups—investors, customers, our people, communities and Government.

To make the ESG strategy real, we spent the autumn and winter of 2023 visiting every site with our ESG roadshow. We delivered a total of 35 engagement sessions and reached more than 500 colleagues in person with many more engaged online. We shared our ambition, underlined the role our people have to play, and listened to their views. Our ambition is to embed ownership of ESG across Viridor, so that every colleague understands, supports and contributes to our ESG strategy; from safety at work, embracing diversity and inclusion, to the positive impact we can make on the environment and in society.

Within the ESG foundations of people and communities, we refreshed our HomeSafe strategy to further reinforce our safe working culture—one that was based on personal responsibility rather than simple rule following. The success of that strategy refresh has been recognised with a **RoSPA award**¹.

Executive Summary



There are also challenges. While HomeSafe has successfully delivered and sustained significant improvements to our overall safety performance since its introduction in 2017, last year saw an overall rise in some of our key safety performance metrics.

This increase is mainly attributed to two of our sites, our Glasgow facility (GRREC) and Avonmouth Polymers. During the year, the recruitment of a new management team at GRREC has driven a more proactive site safety culture leading to significant uplift in reporting of all incidents, however big or small. While any incident is a concern, this increase in reporting is the sign of a positive culture change and has helped drive greater safety at GRREC.

Also, during the year, our Avonmouth Polymers site became operational and subsequently saw an increase in incidents during this early operational phase. In both cases the increased reporting has redoubled our efforts to drive down our incident numbers alongside delivering continued improvements across all key metrics, to ensure we create a business where everyone goes home safe and well every day.

Across our people and culture strategy, we have deployed a range of new initiatives to create a sense of belonging and ownership. From the Your Share scheme (where every colleague benefits financially from business outperformance) and improvements in paid benefits (such as maternity and paternity leave), we continue to recognise and support our colleagues. We continued to offer full employment over agency workers—and saw 55% of agency workers transferred onto

permanent contracts. All of this has driven down people turnover, increased engagement by 12% and trust by 14%. Combined, these actions led to the business being awarded its *Great Place to Work* status over a year ahead of our target.

During the year, we also built on our commitment to ending landfill waste disposal through an acquisition of Westfield Energy Recovery Facility (ERF²)—a joint venture with our partner Equitix. The plant, which is under construction, will ultimately safely process 238,000 tonnes of waste, equivalent to the waste produced by c. 437,000 Scottish households, while recovering enough energy to power the equivalent of c. 55,000 Scottish homes. In addition, this plant is conveniently located near to the planned CO₂ pipeline as part of the *Acorn Scottish Carbon Capture Cluster*, so that Westfield will be capable of introducing carbon capture facilities at a later date.

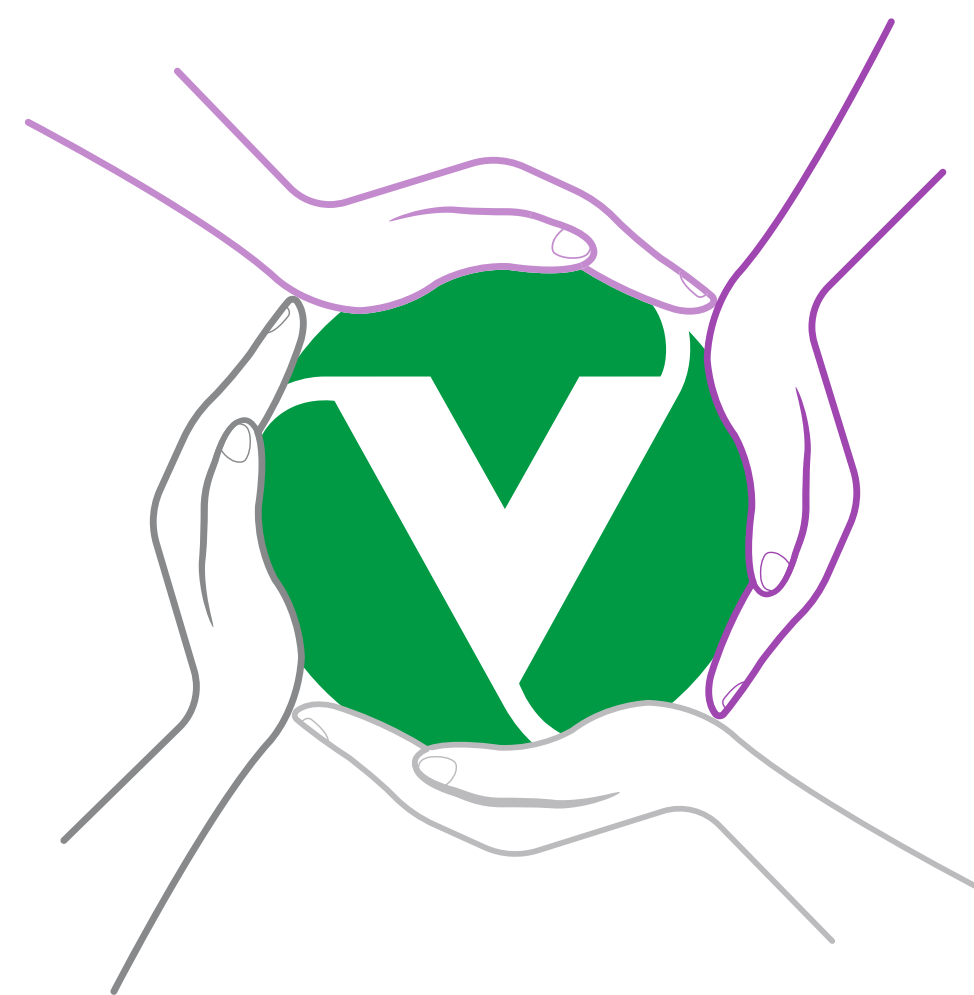
We continued to work to drive down our carbon emissions as we work towards our 2040 net zero emissions target. Significantly, Runcorn ERF passed to the final negotiation stage with the UK Government to develop a £0.5 billion carbon capture plant and reduce emissions of CO₂ by c. 1 million tonnes each year. The Runcorn Carbon Capture and Storage (CCS) project alone will create net additional impact to the UK economy of 1,300 person-years of employment in design and construction, and around 60 high-skilled permanent jobs in operation and maintenance. Critical to maintaining progress is refining the CCS business model to ensure it attracts the right type of investment and delivers best value to consumers.

Our ongoing commitment to circularity also progressed. Notably, we explored polymers recycling expansion options, resulting in our backing of chemical recycling of plastics through the offer to acquire *Quantafuel ASA* in February 2023. The acquisition reflects Viridor's ambition to lead recycling innovation and achieve circularity across the four major plastics.

Quantafuel's plastics to liquid process converts waste plastics into pyroil, an alternative to virgin fossil-fuel derived refined products. This material can then be used in the chemicals industry for the production of new plastics, replacing the need for new fossil fuel plastic and preventing the unnecessary burning of waste plastics.

All this happened against a backdrop of increased business performance, with underlying EBITDA up 22%. Strong financial performance enables our investment in new technologies and opportunities such as CCS. Further, the ability to deliver strategic planning and investment depends on effective and profitable day to day operations. Good business and ESG performance should go in lock step.

There is much more to do, realising these projects and building on the foundations of our people and communities. But this was a year of material progress made as we continued to improve our financial performance confirming that ESG delivery can mean good business.



Building a world where nothing goes to waste: Our achievements

Every business in the waste sector exists primarily because of environmental and health concerns—ensuring that waste is taken away and, however treated, managed responsibly. But transition to a world where nothing goes to waste is not just about waste and recycling, it is about making sure that people’s health and wellbeing are protected, and that the talent found in our communities does not go to waste either. It is about ensuring that we play our part in building a sustainable long-term business through a purposeful and focused ESG strategy. Let’s look at our FY23 highlights:



ESG strategy published

3.3m

tonnes of waste diverted from landfill



New Viridor website launched



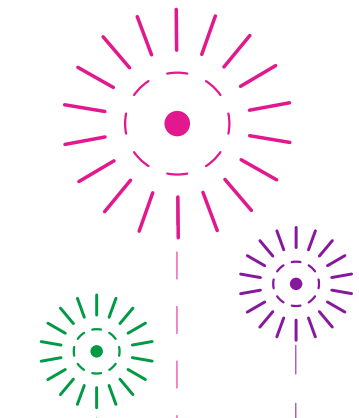
Powered 777,000 customers homes



Joined forces with Equitix to build new Westfield ERF

1.15m

towards community benefits



Externally verified full ESG report



Great Place To Work

Certified 2023



Generated 2,800 GWh of electricity



Growth in chemical recycling announced



Runcorn carbon capture project shortlisted by Government



10,800t of metals recycled from black bag waste

'Great Place to Work' accreditation



Our Achievements



Eight colleagues and three sites recognised with VIVA AWARDS

+22%

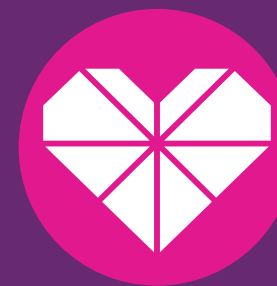
Group underlying EBITDA up to £274m



HomeSafe 100-day campaign launched



30,000t of recycled polymers produced



Contributed £25,000 towards Reuse Network partnership



95% of IBA (643,000t) reprocessed into new materials



91% of APCr (73,000t) reprocessed into new materials



Secured three new contracts to process waste



Viridor recognised through RoSPA award



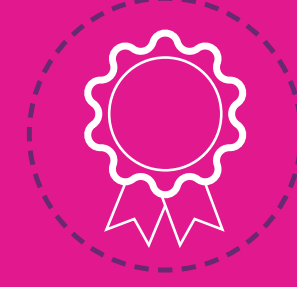
Launched NOXIE, N₂O canister awareness campaign



470 GWh of heat exported to customers

87k

tonnes of plastic recycled



ISO 9001, 14001, 45001 and 50001 accredited

Introduction

The theme of this year's ESG report is ownership. This was a year when we embedded our first full ESG strategy as a standalone business, creating an environment where our key focus is on running an exceptionally high performing business that also delivers on health and safety, people, climate and resource use. To achieve this ambition the FY23 ESG activities were focussed on ownership; people taking the responsibility to translate our written ambition into lived experience. On the following pages, we set out some of the many highlights that featured on our journey to date.

In 2022, Viridor released its first full standalone ESG report—the first report published following the launch of our comprehensive ESG strategy in July 2022. A document that sets the ESG foundations for what we want to be as a business; a business with bold ambition based on credible commitments underpinned by verified data. In short, a business that walks the talk.

This year's report, covering the FY23³, focusses on embedding that strategy within the business. An ESG strategy can, all too easily, become a document stored in a 'dusty' corner of a website, with little bearing on the company strategy or people's behaviour. This year's report is about how we have sought to make ESG a central element of the working day.

At the beginning of FY23, our *ESG strategy* brought together our ambitions on *net zero* and the *circular economy* (published the previous year) with a new central element; the how. This is the 'S', the Social part of ESG, and focusses on our people and communities because without them, we can achieve nothing. Our drive for health, safety and wellbeing leadership, investing in people and driving up diversity, are all essential but often less visible aspects of ESG strategies. That is why the 'S' is our foundation—hidden yet essential.

Our award-winning SHEQS programme, HomeSafe, was refreshed. As part of the ESG roadshows (our engagement programme), we set out how critical health, safety and wellbeing is to us as a company—for our people, contractors and everyone who visits our sites. The objective of the HomeSafe refresh was to drive a culture shift—to move our approach from one where safety rules are followed because they are rules, to one where they are seen as essential behaviours designed to keep everyone safe and well. A culture of proactive ownership, where pride and commitment to safety and wellbeing are felt and demonstrated at an individual level.

The idea of ownership was also central to our people and culture programme. Most visibly with the launch of our first ever internal awards programme: VIVA. Colleagues nominated teams and individuals for awards based on the *values* we set as a business, and which now underpin our ESG strategy. By aligning our awards to our values and our values to ESG, we have worked to create a structure that reinforces the core of what we are seeking to deliver with ESG and one where colleagues own it for themselves.

Central to bringing the ESG strategy to life within the business was a programme of roadshows. The Executive Leadership, together with the ESG team, visited every site across the UK to set out the ESG strategy and, critically, to seek feedback and answer questions.

With many facilities operating 24/7, the roadshows were organised around shifts to ensure that we could reach the majority of the Viridor team and hear all their thoughts and views. All together we delivered 35 sessions reaching over 500 people in person and more online.

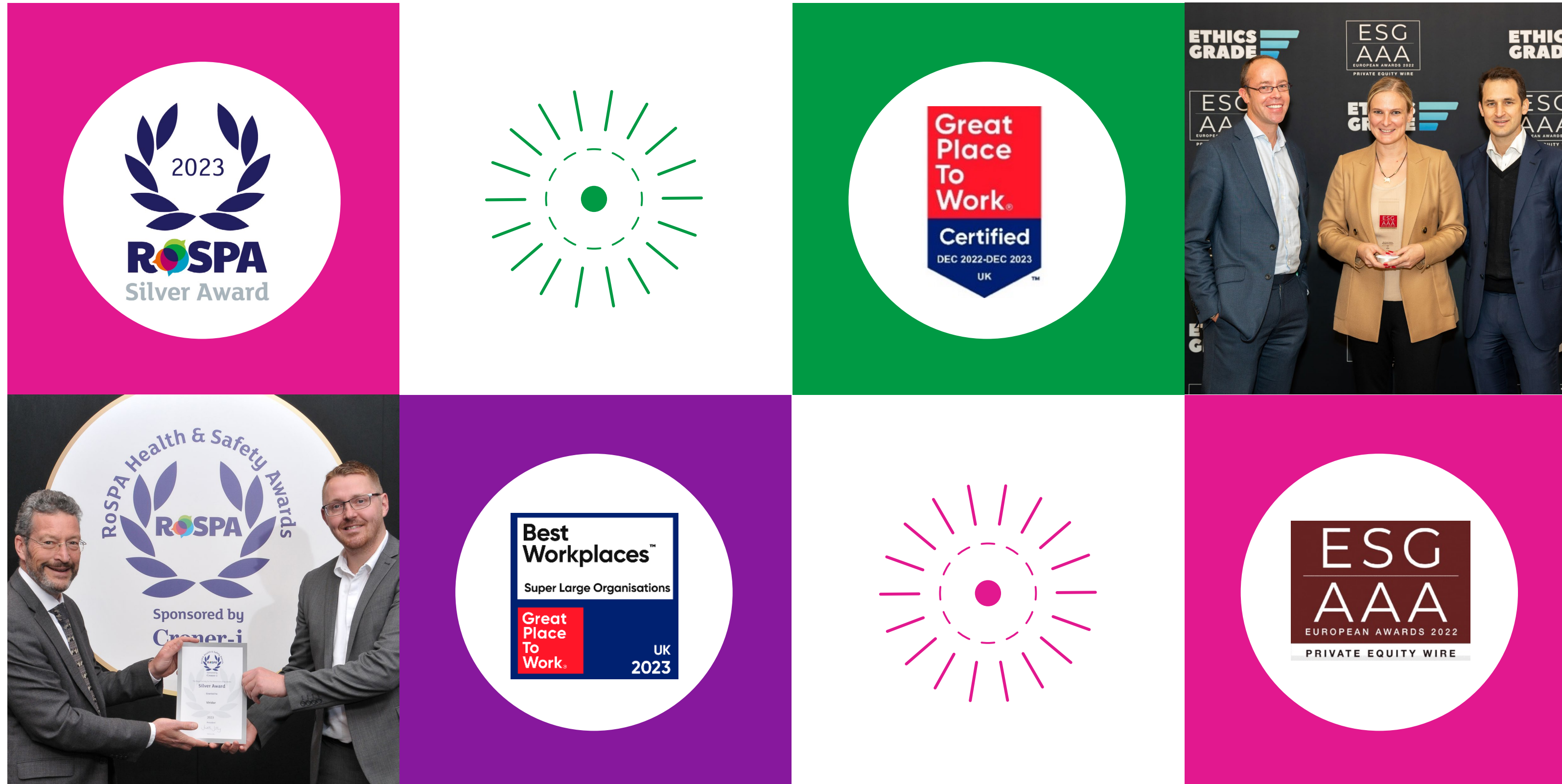
A critical rationale for the roadshows was to link the site teams to the ESG goals. Identifying safety and wellbeing leadership, people development, community outreach and contributions towards decarbonisation or circularity, created a tangible link between the ESG strategy and the jobs done on site day in day out. Engagement alone, however, is not enough. Investment in programmes that deliver on ESG truly underpin it.

In August 2022, and then in March 2023, Viridor's Runcorn Carbon Capture project successfully passed the second and third (final) stages of the Government CCS competition. With an investment of over £2 million to date and a projected investment of over £500 million, the CCS project has taken a material step forward.

CCS is an integral part of the Viridor decarbonisation strategy, and this plant is designed to capture c. 1 million tonnes of CO₂ a year—decarbonising waste management in the North West and the industrial heat and power supply from the plant. As one of only two ERF plants selected for Government CCS, Viridor is maintaining a leadership position in the decarbonisation of the waste sector. Half of the CO₂ captured at Runcorn is from biogenic material; waste that has actually extracted CO₂ from the atmosphere, known as 'negative emissions'. So, by introducing CCS at Runcorn, it will not only decarbonise that facility, but will generate negative emissions savings that can help mitigate more difficult to decarbonise processes. This project looks to be a trend setter, the first of a number of ERF CCS plants across the UK. As a result, the policy work being done to ensure a financeable project is essential to unlock a pipeline of CCS plant and to meet the country's net zero trajectory.

On the 28th February 2023, as part of our circular economy ambition, Viridor made an offer to acquire the Norwegian technology company *Quantafuel ASA*. Quantafuel operates a novel technology which converts plastics back into base oils which is then reused in manufacturing process to make new polymer materials.

Introduction



The £90m acquisition, completed in summer 2023, will enable Viridor to create a route to recycle plastic films and to achieve food grade recycling of polypropylene. This will deliver on two of our commitments in the Circular Economy strategy – achieving a route to create food grade recycled polymers across all four major plastics and to recycle hard-to-recycle plastics (film). The Quantafuel acquisition and its impact on Viridor’s ESG strategy will be one of the key subjects featured in our FY24 ESG report.

The combination of this work, the engagement and the investment, led to independent recognition. Viridor received a *RoSPA Silver Award*, our people and culture programme achieved ‘*Great Place to Work*’ status well ahead of target, and our ESG strategy itself won an award at the *PE Wire European ESG awards*.

The work summarised in this report has created strong foundations throughout the business, and the coming year will be all about building on those foundations. Further embedding the refreshed HomeSafe programme, progressing with Carbon Capture, completing the Quantafuel acquisition, and building on the high-performance culture that has driven our success to date. This ESG report is a summary of the progress being made and demonstrates a business that is committed to living out its Purpose: **to build a world where nothing goes to waste.**

Launching our ESG Strategy

The first major milestone of the year was the launch of Viridor's first standalone ESG strategy in July 2022. The strategy addresses the material ESG risks for our key stakeholders: Our people, who make everything happen; our communities, where we operate and live; our customers, who supply and buy our products and services; our investors, who enable us to grow; and the policymakers who, through legislation and regulation, are the architects of this sector.

All our stakeholders are central to ESG delivery. So, it was fitting to have representatives from all these groups join us for the launch. The removal of any one stakeholder group makes it impossible for Viridor to mitigate ESG risks and turn them into opportunities. The ESG strategy and its launch were based on partnership.

To make the ESG strategy memorable, we have used the analogy of *building a house*. Like a house, the strategy needs a good foundation on which everything else rests. Before foundations are dug, design principles are necessary, those that inform what kind of house you are seeking to build.

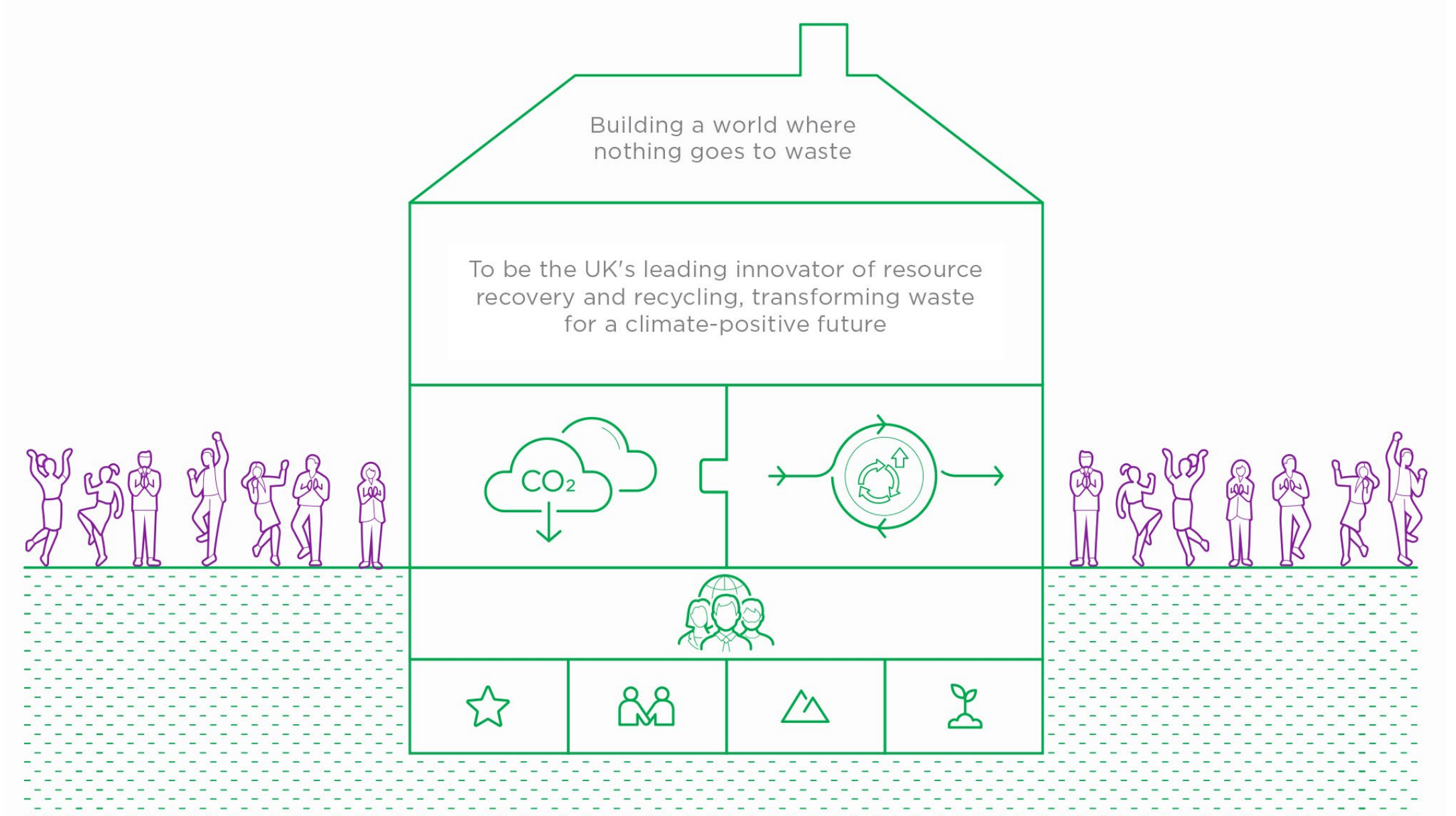
Our corporate values—We believe in each other; We lead with ambition; We rise to the challenge; and We look after tomorrow—are our ESG strategy design principles. If the ESG house is what we are building, the values are how we go about it.

The foundation of our ESG house is our people and communities. Keeping everyone safe and well through our HomeSafe programme and enabling our people to be the best they can be through our talent strategy. Our strategy goals are to be the sector leader in safety by 2025 and to be a ‘Great Place to Work’ by 2024⁴. These will also enable us to measure our progress.

By engaging with our communities, we can reach beyond our sites. Through our education centres and team of social value officers, we can educate, employ and engage our communities to be part of the positive change we seek. We have set ourselves a target of doubling our community outreach within a year to help drive stronger links with our communities.

On these strong foundations, the walls of our strategic environmental commitments, net zero carbon operations by 2040 and driving the circular economy across all four major plastics by 2025, are built. These commitments will deliver for all our key stakeholders and wider society and help us lead the transformation of the waste sector at a time of unprecedented environmental concerns.

Bringing this all together under one roof of our vision and purpose. Our vision setting out our drive to innovate, to grow and to become climate positive; and our purpose setting out our destination—‘a world where nothing goes to waste’.



Launching our ESG strategy
Strategy



Walking the walk

At the launch, a key theme was ‘walking the walk’. The idea that ambitious goals are meaningless without delivery and ownership throughout Viridor. A public launch was used to make a public commitment to delivery and to encourage and ask our key stakeholders to work with us to make it a reality.

At the event we welcomed more than 100 guests, covering over 25 finance and investment houses, 16 Government departments and teams, and 19 wider industry and associations influencers, as well as our people.



Having successfully completed the business transformational change, with ESG now central to everything we do, Viridor is set for the future.

Kevin Bradshaw, CEO at Viridor

It's brilliant to see a company the size of Viridor placing such importance on ESG, not just through the introduction of the Greener Financing regime but driven by its employee objectives. Here's hoping it gains further traction, which I am sure it will.

Brian Farrell, Partner and Head of Commercial & IP at Ashfords LPP

Launching our ESG strategy

Out on the road

Out on the road

We could not bring all our colleagues to the launch, so we took the launch to them. Through a series of roadshows, the ESG, SHEQS⁵ and HR⁶ teams visited every Viridor site to set out the strategy and explore what each site was doing to make it happen, and how they had a key personal role in building a world where nothing goes to waste. These roadshows helped embed ESG culture, which was reflected in the feedback we received.

At the end of the year, following the roadshows, a new ESG e-learning module was rolled out to help ensure that everyone across the business could relate their work to delivery against the ESG strategy.



The insights from everyone at the ESG roadshow were truly very engaging, and I have gained a deeper understanding of the importance of ESG principles in driving sustainability, ethical business practices, and the social responsibility in day-to-day plant operations.

I am confident that I am better equipped to make informed decisions as a member of Viridor staff, and I look forward to incorporating these principles into my daily life too.

*William Black,
Weighbridge Operative at Viridor's Runcorn ERF*



Who we are as a business

Viridor is a sector leading resource recovery and recycling business focused on energy recovery and plastics recycling and reprocessing. Across 22 sites we employ over 880 people. All the EfW and Polymers facilities, some 13 sites, are 24-7 operations⁷.

Who we are as a business

Building an exceptional workplace

Our people ensure our fleet operates safely and continuously.

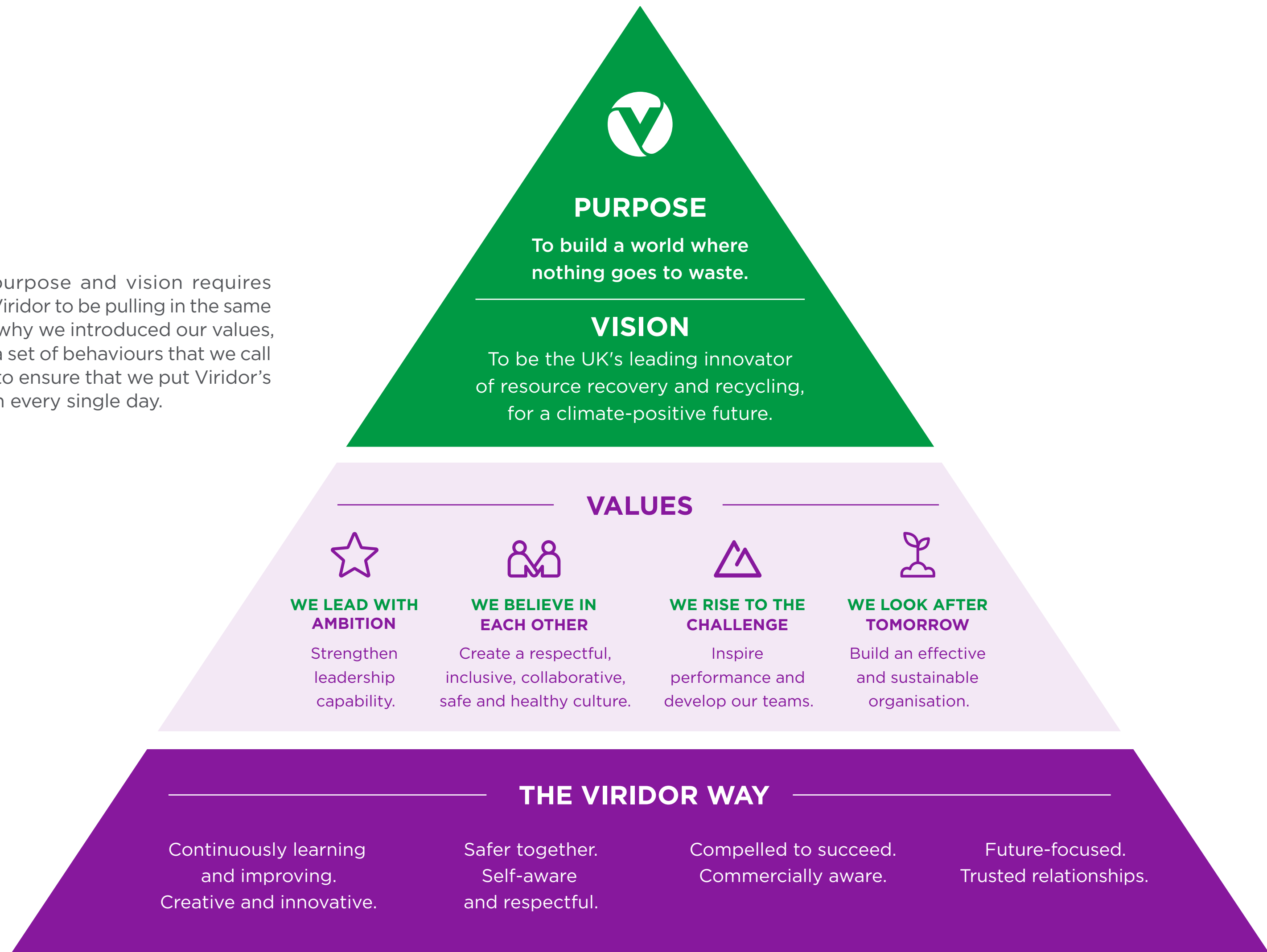
By combining the industry-leading expertise of our people, multi-million-pound technology and innovation investment, and our collaborative approach with partners, Viridor is well placed to help realise our purpose of building a world where nothing goes to waste.

Since 2020, as a standalone business, we have had the opportunity to reassess our focus on ESG, to ensure that we can perform and deliver on the most pressing concerns facing society, our customers and our investors—health, safety and wellbeing, climate change and the circular economy.

These strong foundations are underpinned by an ambitious plan, with a clear roadmap and detailed targets at every step.

The Viridor Way

Achieving our purpose and vision requires everyone within Viridor to be pulling in the same direction. That’s why we introduced our values, underpinned by a set of behaviours that we call the Viridor Way, to ensure that we put Viridor’s values into action every single day.



Who we are as a business

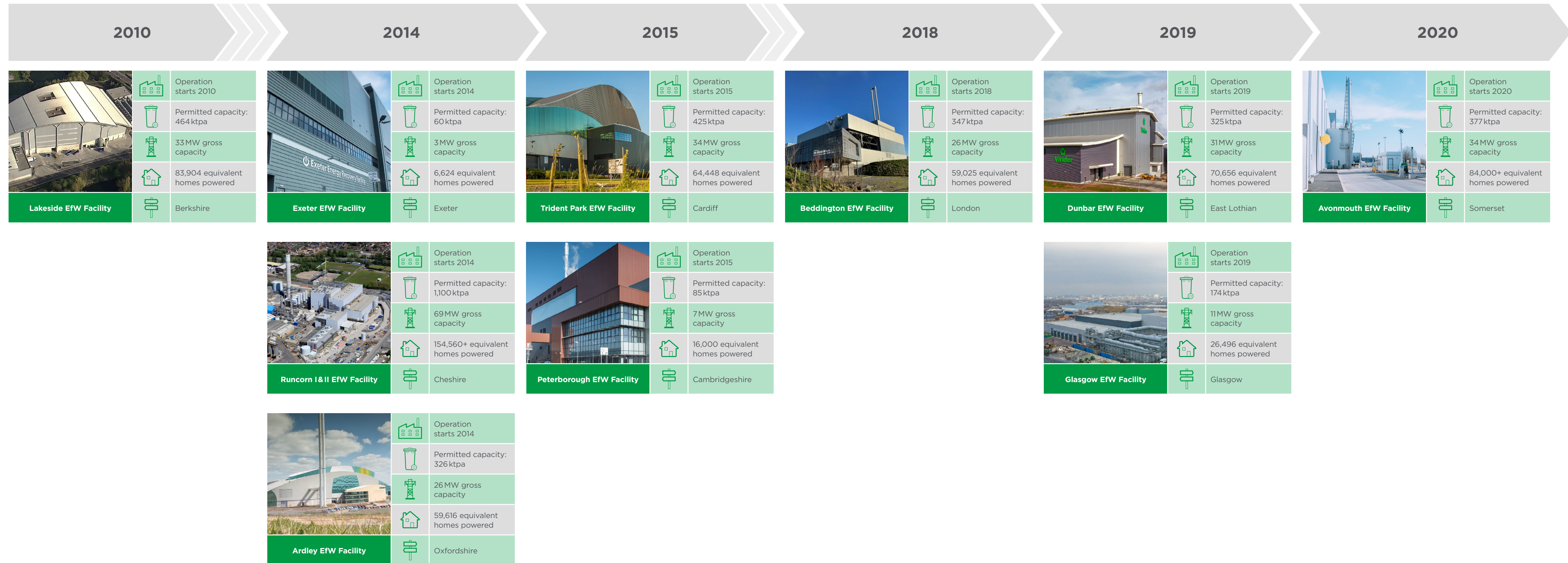
Introducing our growing portfolio

A focus on Energy from Waste (EfW)

Viridor operates the largest share of the UK EfW market⁸. Our portfolio (below) consists of ten highly efficient EfW facilities, supported by a network of Transfer Stations, with a total

permitted capacity to divert 3,805,202 tonnes of non-recyclable waste from landfill per year—avoiding c. 650,000 tonnes of CO₂e per year⁹.

Viridor's operational Energy from Waste portfolio:





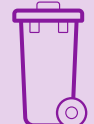


Who we are as a business

Introducing our growing portfolio


Viridor's Energy from Waste development opportunities:


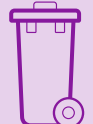


2022




	Under construction
	Permitted capacity: 238ktpa
	55,000 equivalent homes powered
	Fife, Scotland


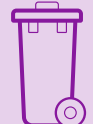

Westfield EfW Facility
Viridor and Equitix JV



	Project under development
	Permitted capacity: 350ktpa
	93,000 equivalent homes powered
	Tilbury Docks, East London

Thameside EfW Facility



	In tender
	Permitted capacity: TBC
	Homes equivalent: TBC
	Tees Valley

Tees Valley EfW Facility

Who we are as a business

Introducing our growing portfolio

Westfield EfW Facility

In January 2023, Viridor and Equitix announced a joint investment to deliver the new Westfield facility located in Fife, Scotland. The facility, currently under construction, is expected to be fully operational by May 2025. When operational, it will treat 238,000 tonnes of waste per year, equivalent to the waste produced by c. 437,000 Scottish households. The facility will use the waste to generate domestic power for c. 55,000 Scottish homes. Westfield will also recycle metals and nearly 50,000 tonnes of aggregates, replacing quarried materials.



Thameside EfW Facility

Viridor has acquired the rights to develop, construct and operate a new Energy from Waste (EfW) facility at Tilbury Docks, in East London. This acquisition is our first since we became a standalone business in 2020 and sets our focus on growing the core areas of that business; energy recovery and polymers reprocessing. Our aim is to reach commercial operation of this new EfW facility within 2027. When constructed, Thameside will have the capacity to treat 350,000 tonnes of waste per annum and will generate energy capable of powering the equivalent of c. 93,000 homes.



Energy recovery facilities are vital in the diversion of waste from landfill and the recovery of energy from what remains. Purchasing the rights to develop, construct and operate the new EfW located on Tilbury Docks in east London is a significant milestone in Viridor's growth journey, and the facility's strategic location offers the potential to further develop our carbon capture plans and commitment to be net zero by 2040.

Kevin Bradshaw, CEO at Viridor

We are pleased to be further enhancing our partnership with Viridor and together, contributing to the delivery of a zero waste, circular economy within Scotland via the Westfield Energy Recovery Facility in Fife.

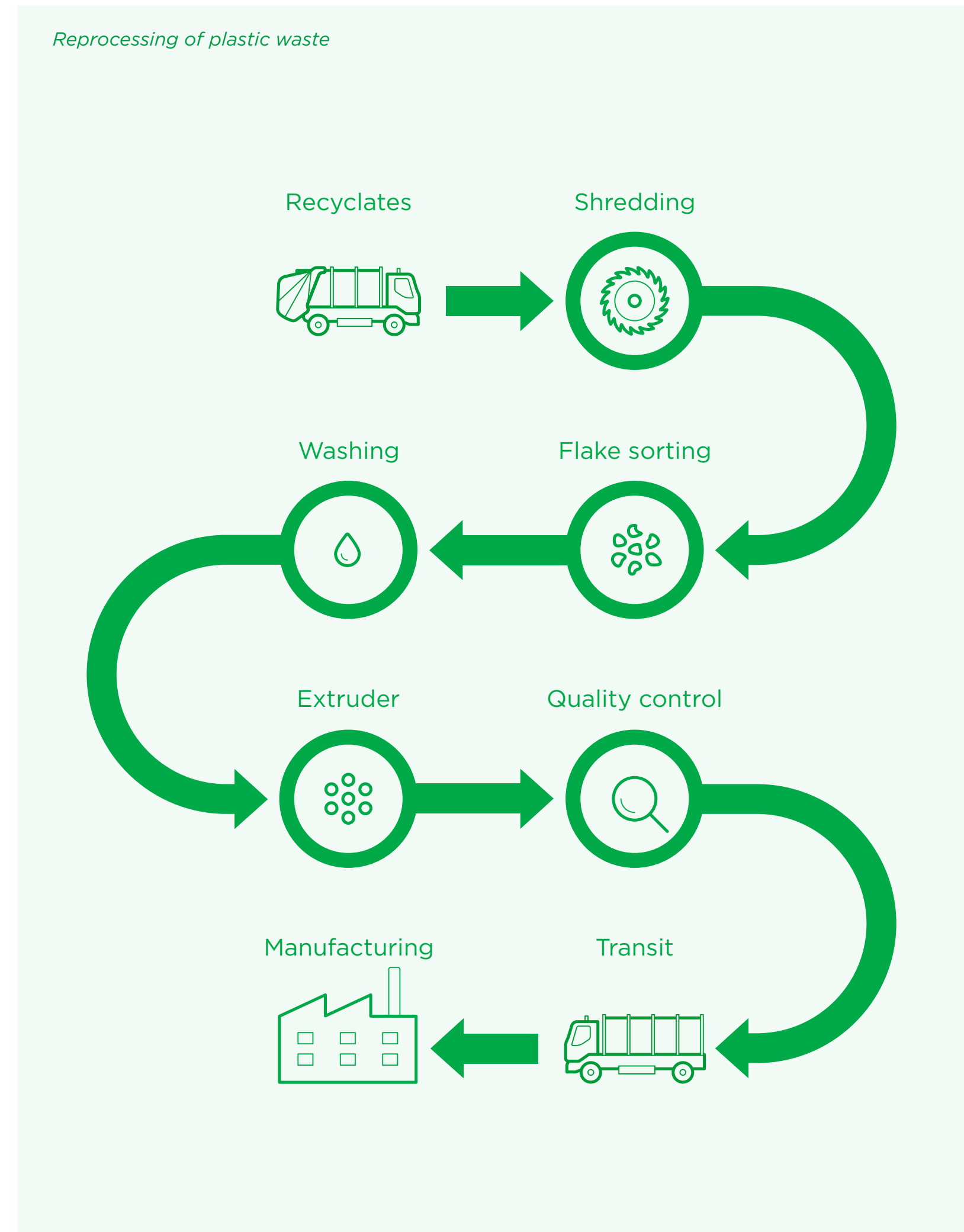
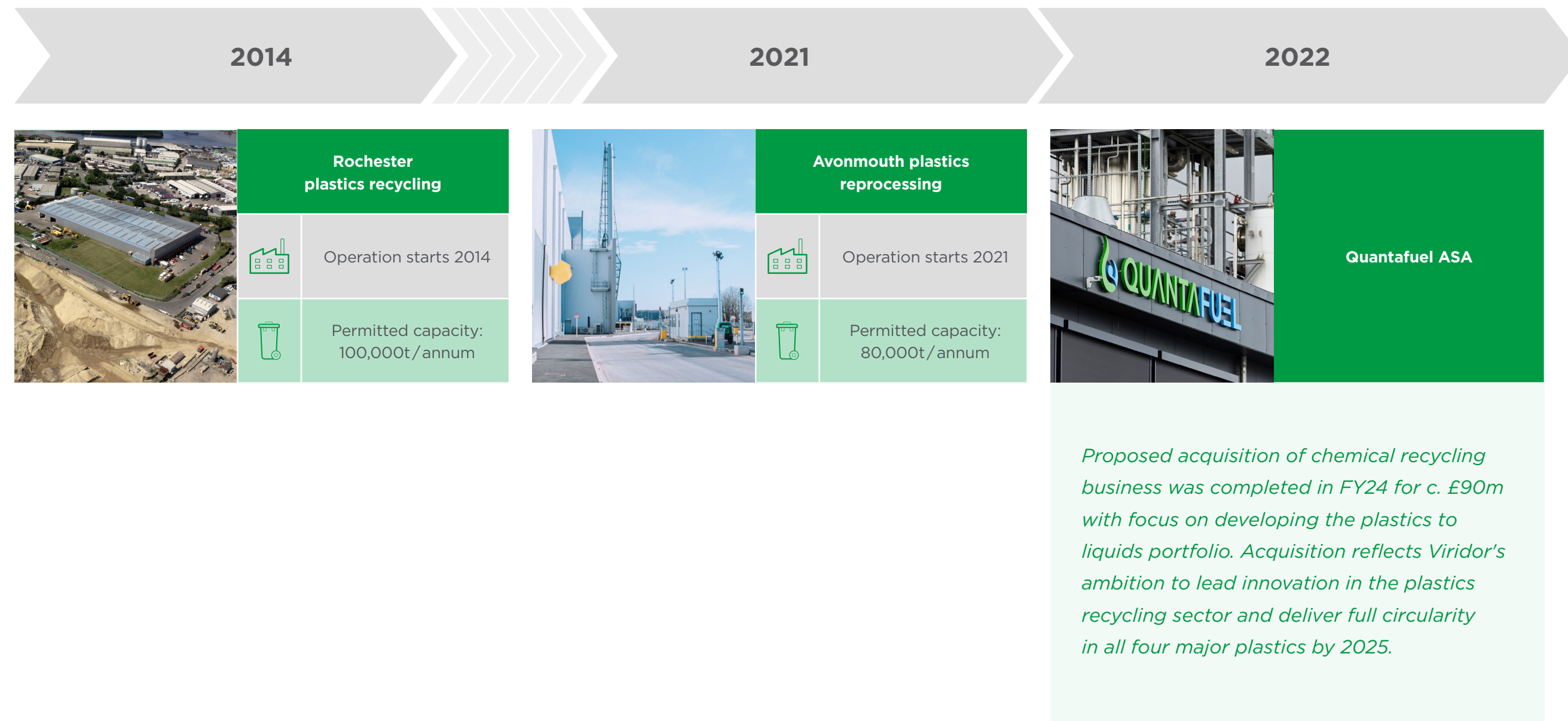
Hugh Crossley, CEO at Equitix

Who we are as a business

Introducing our growing portfolio

Viridor also operates a network of plastics recycling and reprocessing facilities with total permitted capacity to sort 100,000 tonnes and reprocess 80,000 tonnes of plastic. The business has an ambition to continue to grow the portfolio.

Fig xx: Viridor's polymers portfolio including development opportunities:



Who we are as a business

Introducing our growing portfolio

In FY23, we announced a formal offer to acquire Quantafuel ASA, for c. £90m and provided additional capital to support Quantafuel's current development projects. The proposed acquisition reflects Viridor's ambition to lead innovation in the plastics recycling sector and achieve full circularity across the four major plastics by 2025.

Quantafuel's plastics to liquids process converts waste plastics into pyroil, which is comparable to virgin fossil-fuel derived refined products. This material can be used in the chemicals industry for the production of new plastics.

The technology is particularly effective for plastic films which are notoriously difficult to recycle. Every year in the UK nearly 400,000 tonnes of plastic film packaging is placed on the UK consumer market ('new to market') but less than 10% of it is recycled. Current mechanical recycling processes typically lead to downcycling (a reduction in quality) and are not suitable for use in the food sector due to strict food safety controls. The Quantafuel process is explicitly designed to tackle plastic film waste and to meet the need for a sustainable and circular solution to the recovery, recycling and production of recycled food grade plastic films.



In 2021, Viridor committed to building a circular plastics business by 2025 through generating a route to recycle all four major plastics. In 2022, Viridor opened its Avonmouth Polymers processing facility converting over 1 billion bottles a year back into new plastics. In 2023, this proposed acquisition marks continued innovation with the addition of plastic film and chemical recycling, opening up the route towards perpetual plastics recycling.

You can read more about Quantafuel in **'Looking after our environment'**.

This partnership with Quantafuel will help drive the decarbonisation of our Energy Recovery Facilities by taking plastic wastes away from the non-recycled waste stream and enable us to grow the breadth of our plastic recycling offering. The opportunity to deliver a food grade plastics film solution to the market is an exciting opportunity towards building a world where nothing goes to waste.

Richard Belfield, Group Development Director at Viridor

Who we are as a business

The power of data

The power of data: Digitisation is key to an effective modern workplace. As part of the transformation of our business, we are deploying digital tools to achieve best-in-class compliance, ensuring consistency and accuracy every day. Critical to this is having data and processes accessible and standardised for all.

In 2022, our objective was to enable Viridor to operate as a standalone business. This year, we have built upon the best-in-class platforms and solutions we have implemented as a separate business by harnessing the power of data. The solutions implemented are cloud-based, with data synchronised to our Microsoft Azure data lake, so it can be visualised and turned into information in near real time. This has helped us to:

Identify gas bottles in our waste input stream trial: using cameras and an artificial intelligence (AI) data model. Gas bottles can cause serious damage, outages and emissions spikes when they enter an ERF rather than being reused or recycled. The objective of this trial is to train an AI model to automatically identify gas bottles deposited in our waste bunkers and help us understand their origins (by linking to the vehicle that contained the bottle and thus the customer) so that we can work with our customers to reduce incidents of gas bottles in waste.

Use AI for plastic composition analysis: we trained an AI model, combined with cameras, to help us better understand our polymers infeed composition and to support our production yield by optimising the make-up of infeed to maximise yield and output. The model is continually learning and provides insight as to the quality of our inputs and outputs.

Visualise Energy Plant Operations in real-time: collecting over 5,000 data points for each of our ERFs, we've been working with Ecopowersoft to provide real-time visualisation and exception alerting for almost every aspect of running an ERF. This enables us to optimise site performance, observe trends and help to identify potential problems before they cause significant impact.

Although we have made great progress in harnessing the power of our data, we will look to do more in the next year, e.g. linking together operational status data with maintenance to move towards prevention, resolving problems before they occur, also enabling a shift away from time based maintenance to maintenance when needed. Using data to trend and highlight where our fleet are running sub-optimally will also be a focus.

We are also planning to link our gas bottle AI model outputs with ANPR so we can highlight 'who and when' for gas bottles entering our waste streams. By harnessing data we can improve our operations and increase our ability to spot issues before they become significant. This helps drive our environmental performance and ensure our fleet stays operational for more time, reducing the need to divert waste or recycling to other sources including landfill.



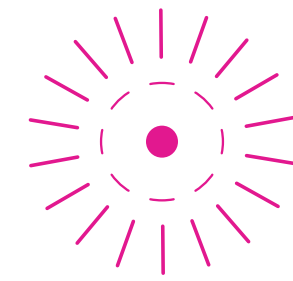
Looking after our people

In financial year 2023, we reinforced the foundations of our people strategy. We remain committed to ensuring that our people recognise they are valued and understand their role in the success of Viridor. As the business continues to grow and evolve, we continue to strive to create a truly exceptional workplace—one recognised for its respectful, inclusive, collaborative, safe and healthy culture.

Looking after our people

Year in highlights

Health and safety: We were awarded a RoSPA Silver Award for our safety performance in 2022. This was a major achievement for Viridor, and recognition of our continual efforts to protect our people and improve our SHEQS performance.

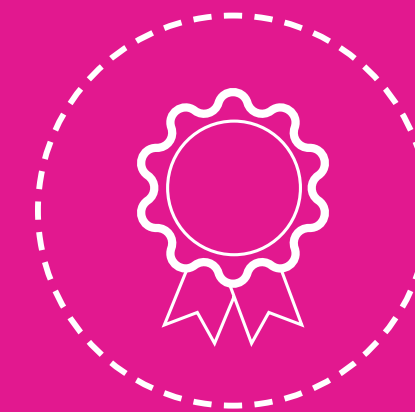


Emerging talent: Nurturing and supporting emerging talent is crucial for our long-term success. We strive to cultivate a thriving workforce and talent pipelines, gaining fresh perspectives, energy and enthusiasm. Demonstrating our commitment to nurturing talent, we developed a refreshed graduate scheme with six new graduates joining the team in September 2022. We recruited an equal number of females and males, driving our commitment to promote gender equality, create a balanced workforce and build an exceptional place to work.

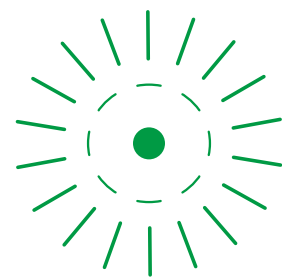
Rewards and benefits: Since becoming a standalone business we have implemented several initiatives to improve how we reward our people, beyond salary. These include:

- Your Share, which is a scheme designed to share a portion of the profits we make with employees. This paid out for the first time in 2022 at its maximum value.
- Company-wide bonus scheme was rolled out to all employees.
- We continued to recognise and celebrate our people with our VIVA recognition scheme, which awarded individuals and teams who demonstrate our values to deliver results.
- A car-lease salary sacrifice scheme was introduced to give employees access to a range of electric vehicles.
- We recognised the impact that the cost of living crisis was having on our people, causing them anxiety and concern. We stepped in to offer a buffer, by giving employees two cost of living payments before and after Christmas.

At Christmas we sent a gift to each employee. This gift was a £100 card that could be used against a range of options such as supermarkets, retailers, restaurants, etc.



Leadership capability: Strong people leadership is the foundation of a great business and we have invested in developing our senior leadership group in the last year. Not only have we embedded Senior Leadership events, but we have provided leadership coaching and put all senior leaders through the world-renowned Dare to Lead™ programme designed by Brené Brown.



Viridor World Cup: We held the very first Viridor World Cup Tournament in June 2022. Nine football teams from right across the business came together for the competition, with the team from Glasgow taking the Gold Cup. The tournament gave our people an opportunity to meet colleagues and have some fun outside of the workplace.



Engagement and trust: Our people completed an engagement survey in November 2022, with results showing a 12% increase in engagement and 14% increase in trust. We have achieved significant cultural improvement and realised our ambition to become an accredited Great Place to Work in December 2022, ahead of our FY24 target, as well as certification as a Best Workplace.



Looking after our people

A great place to work



A Great Place to Work

In November 2022 we asked all colleagues to complete another Great Place to Work survey to ensure we had made progress in our focus areas and to listen to what was important to employees. The results were very encouraging, highlighting large increases in the areas we had pledged to focus on, as well as all other areas.

These improvements enabled us to reach the criteria to become Great Place to Work accredited a year ahead of our ambition.

The survey results also showed us that, to achieve our vision, we must start with the health, safety and wellbeing of our people. HomeSafe is our behavioural SHEQS vision, journey and delivery programme. Ensuring our colleagues, visitors and contractors all go home safe and well at the end of every day is the single goal on which our people and culture strategy can be built. During the year, we redefined a clear SHEQS Purpose, Vision and Mission, which are fully aligned to our ESG ambition through our new HomeSafe 2025 strategy which was launched in December 2022.

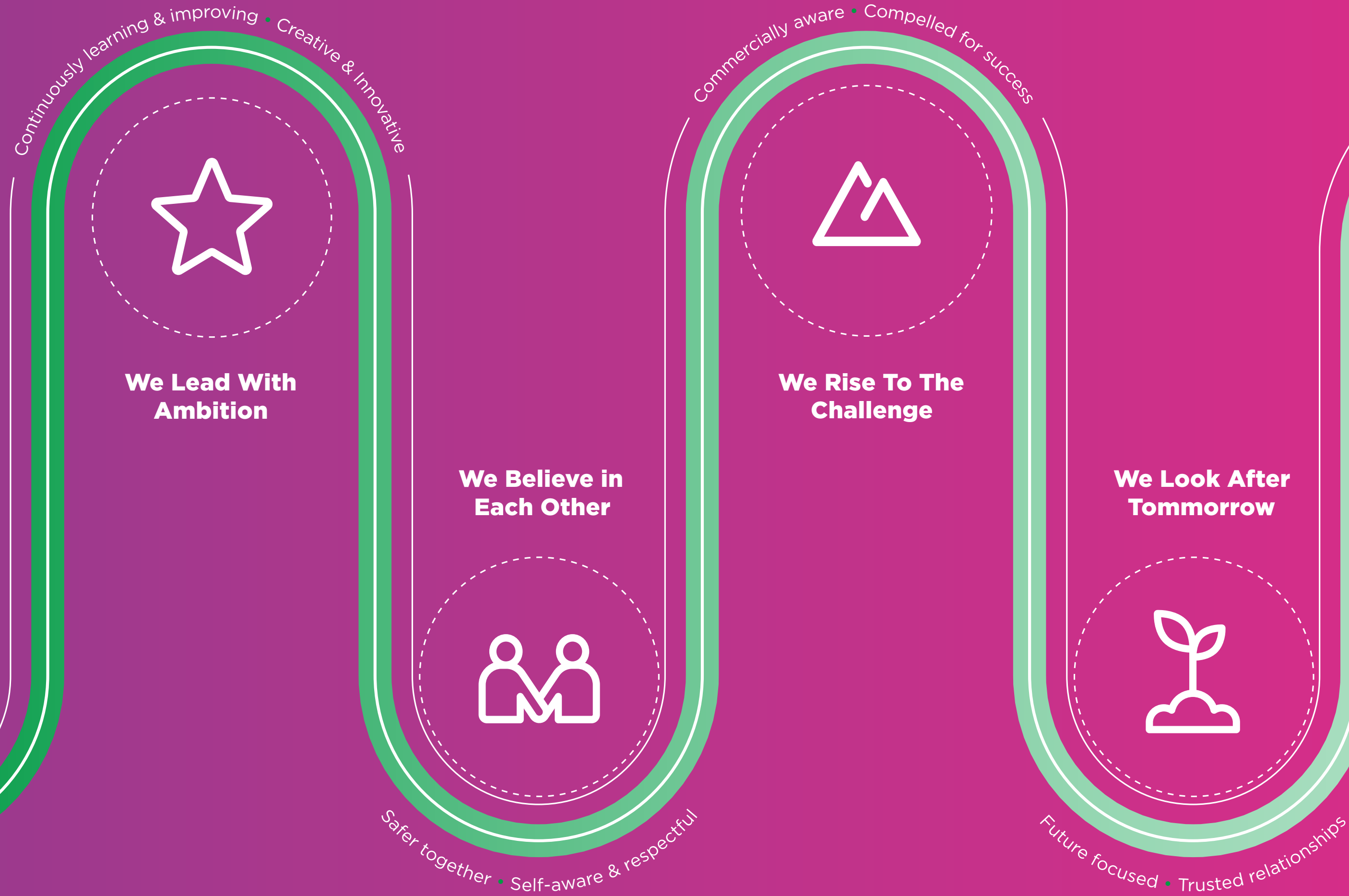
Looking after our people
A great place to work

Values in action

Following on from the launch of our new corporate Purpose, Vision and Values, we implemented a behaviour framework—the Viridor Way—to help our people understand how to really bring the values to life in the business.

In FY22 we introduced a recognition and celebration scheme called VIVA—Viridor Values in Action—and in April 2022, we held the inaugural VIVA awards night. This was a great success, and has now become an ongoing annual event.

We also took the opportunity to enhance some of our family friendly policies, and introduced some additional polices to support the changing needs of our people. These included enhanced maternity and paternity policies, as well as a new menopause policy.



Looking after our people
HomeSafe. Every one. Every day.

Step Up

Look Out

Talk More

Be a HomeSafe Leader

Every one.
Every day.

ESG Report: FY23



Our HomeSafe journey started as a SHEQS brand and induction concept in 2017 and, with its initial framework of behaviours and rules targeting key areas of risk, represented a company commitment to ensuring that everyone returned home safe. Since then, HomeSafe has remained a constant throughout extensive organisational change and has a critical role to play in our future.

HomeSafe has successfully delivered and sustained significant improvements to our overall safety performance since it was first introduced in 2017.

Our FY23 performance data has, however, shown an overall increase in some of our key safety performance metrics. This increase can be mainly attributed to just two of our sites, GRREC and Avonmouth Polymers (see next).

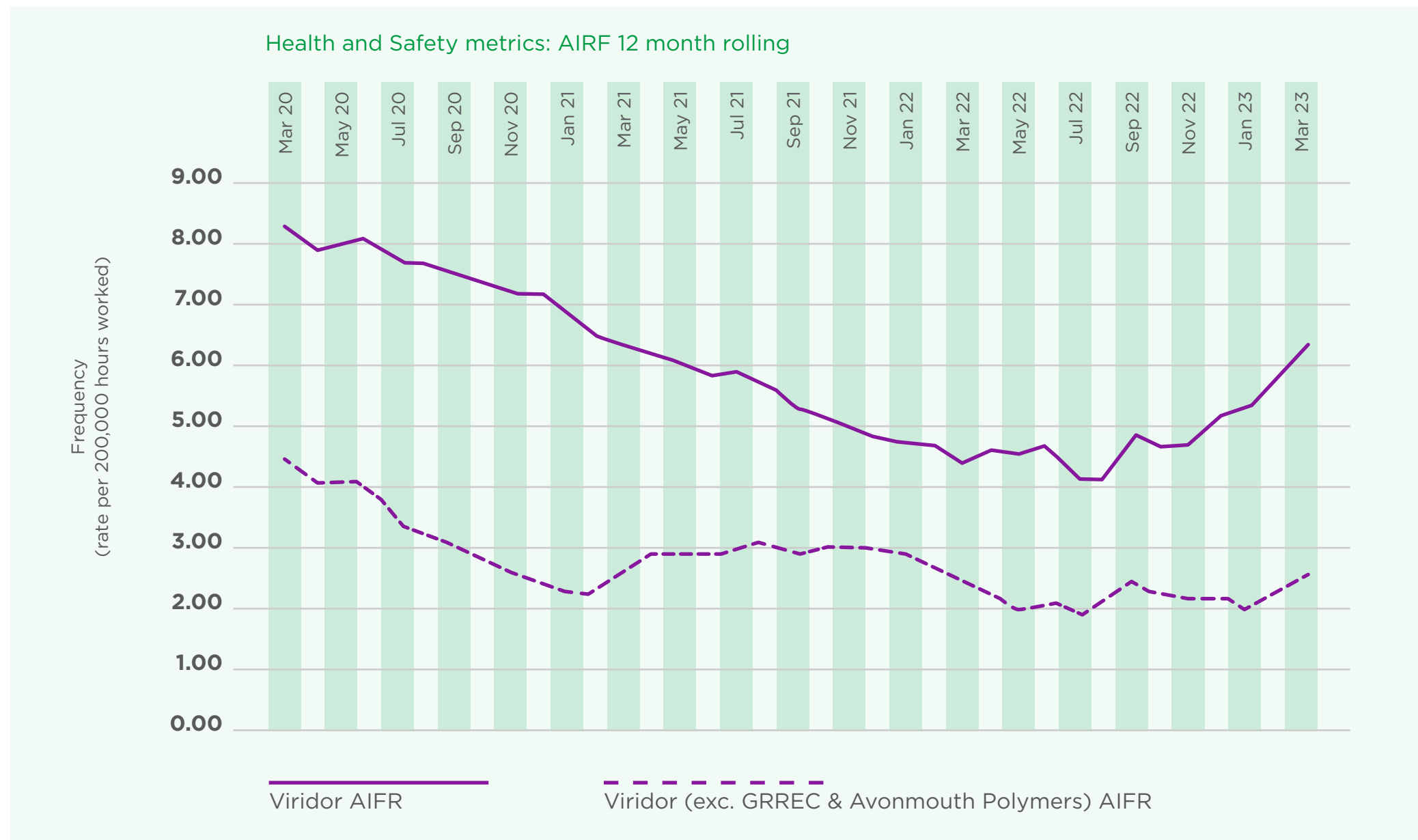
During the year, significant time and resource has been invested in our GRREC facility to improve the safety culture, followed by significant uplift in reporting of all incidents, however big or small. While any incident is a concern, this increase in reporting is the sign of a positive culture change and has helped drive greater safety at GRREC.

Also, during the year our Avonmouth Polymers site became operational and subsequently saw an increase in incidents during this early operational phase. In both cases the increased reporting has driven a focus on those sites to drive up safety.

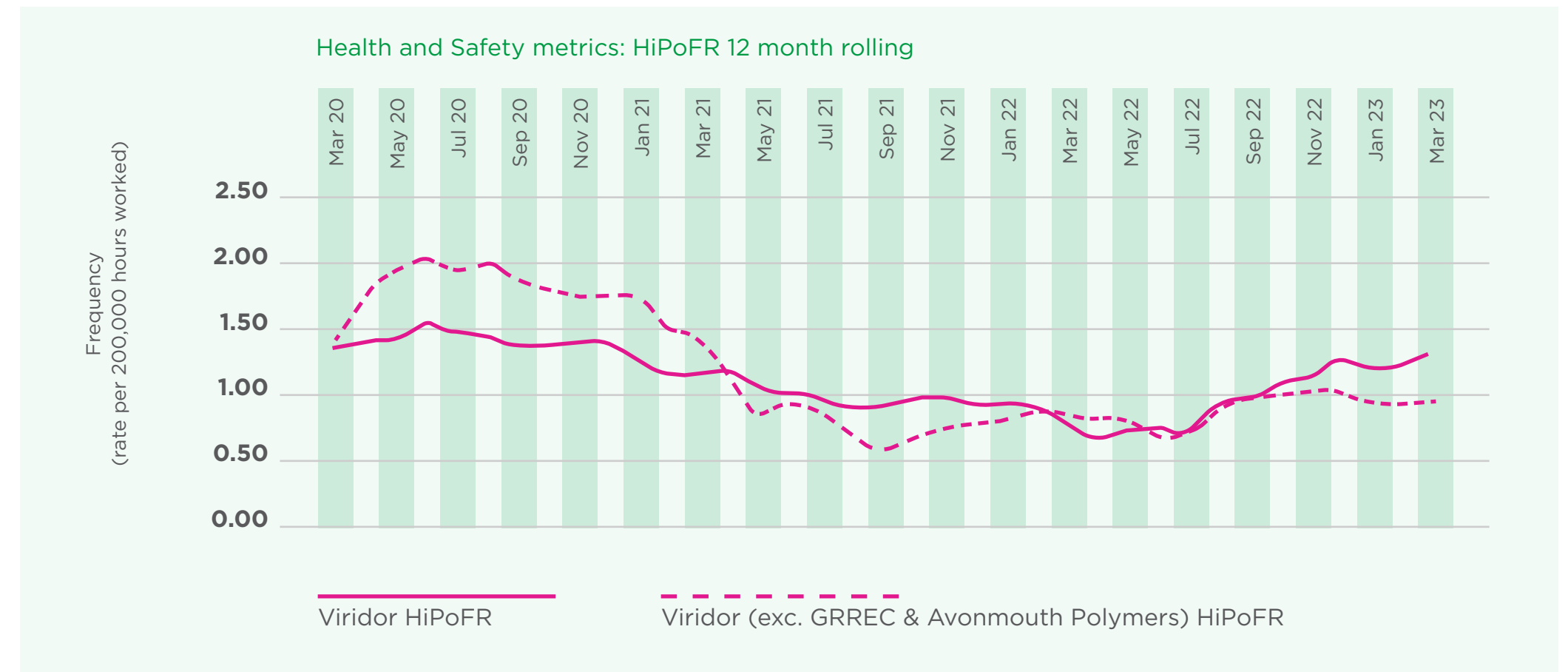
Moving into FY24 we will re-baseline the data for both sites and across the business.

Looking after our people

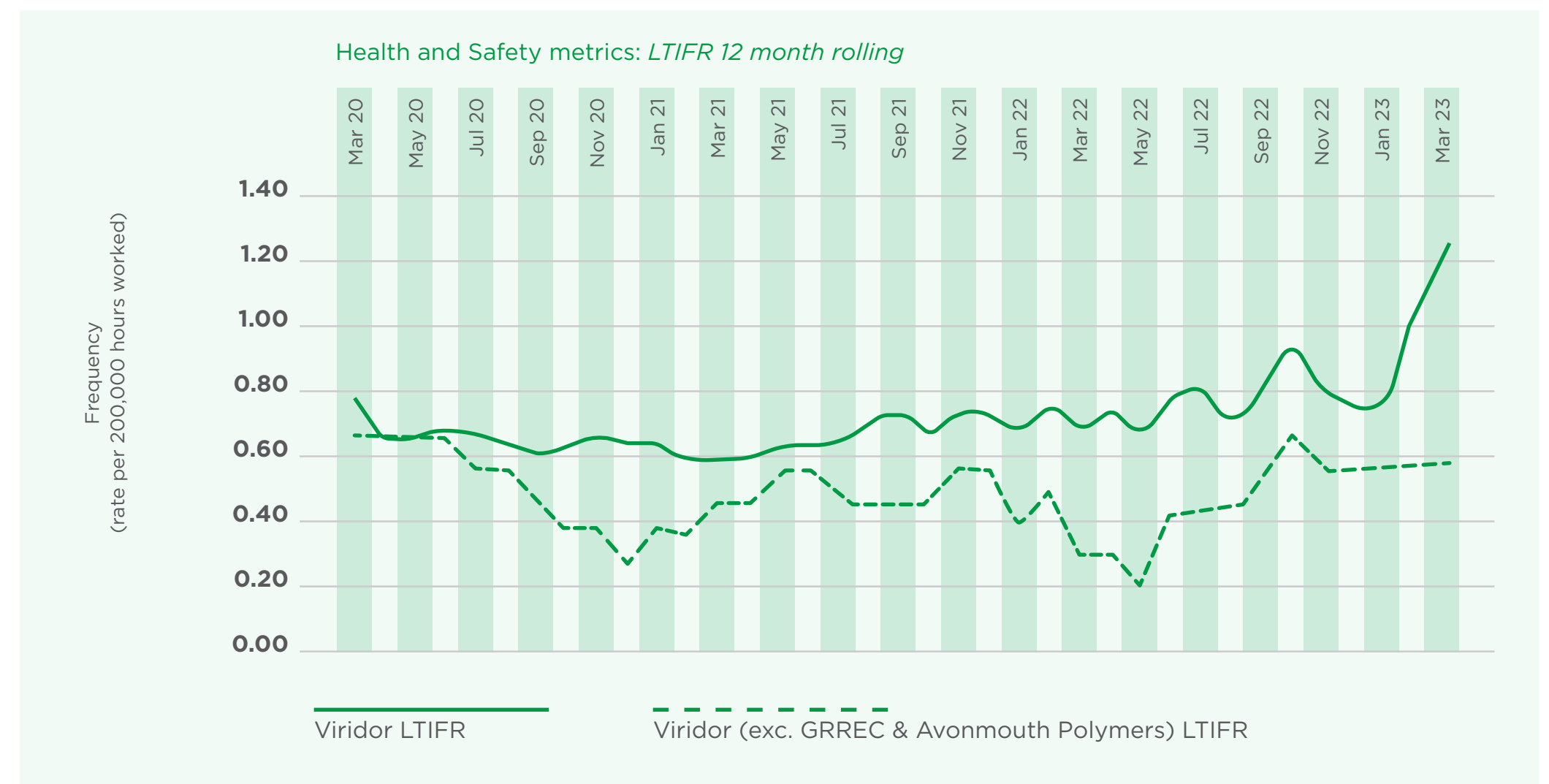
HomeSafe. Every one. Every day.



10



11



12

Looking after our people
HomeSafe. Every one. Every day.

SHEQS: A culture of continual improvement

HomeSafe will continue to have an important role to play in our future—not only in our everyday operations but in our ESG journey at Viridor. As we look ahead, we want to achieve more. To continually strive to make our operations and working environments safer and healthier for our colleagues, partners, customers and communities.

We can use HomeSafe as a transformational lever to create a truly purpose driven ESG culture at Viridor. To do this effectively HomeSafe continued to evolve, and as such in 2022 we:

- Redefined a clear SHEQS Purpose, Vision and Mission which are fully aligned to our ESG ambition through our HomeSafe 2025 Strategy which was launched in December 2022. The HomeSafe Strategy includes a series of strategic objectives for SHEQS and a SHEQS roadmap that identifies annual projects to ensure continual improvement. Our Programme Board monitors project progress providing effective governance.
- Revisited the foundations of HomeSafe, looking closely at our shared behaviours and rules to make sure they were fit for our operations. Our Core Expectations, Safety Absolutes and Life Saving Rules remain mostly unchanged; however, we introduced a new layer, our HomeSafe Essentials, which focus on the everyday, common causes of harm in our business, and reach a wider audience including our non-operational workforce.

- Refreshed the HomeSafe brand to align with wider branding updates, and to ensure HomeSafe remains current. We also introduced a new ‘tag line’, HomeSafe: Every One, Every Day, which summarises our Purpose, Vision, Mission and personal commitment to ensure that everyone in our organisation goes home safe and well at the end of every day.
- Launched the HomeSafe 100-day campaign in February 2023 to ensure that the new HomeSafe Strategy and brand refresh landed effectively. The 100-day campaign aimed to re-launch, refresh and reinvigorate HomeSafe at all operational sites and offices. This included a series of townhall and webinar sessions following the campaign themes of Speak Up, Look Out and Talk More. To maintain the momentum created by the 100-day campaign, we established a HomeSafe Steering Group which will drive the ongoing development of HomeSafe materials, resources and further communications.

Viridor Purpose

To build a world where nothing goes to waste.

SHEQS Purpose

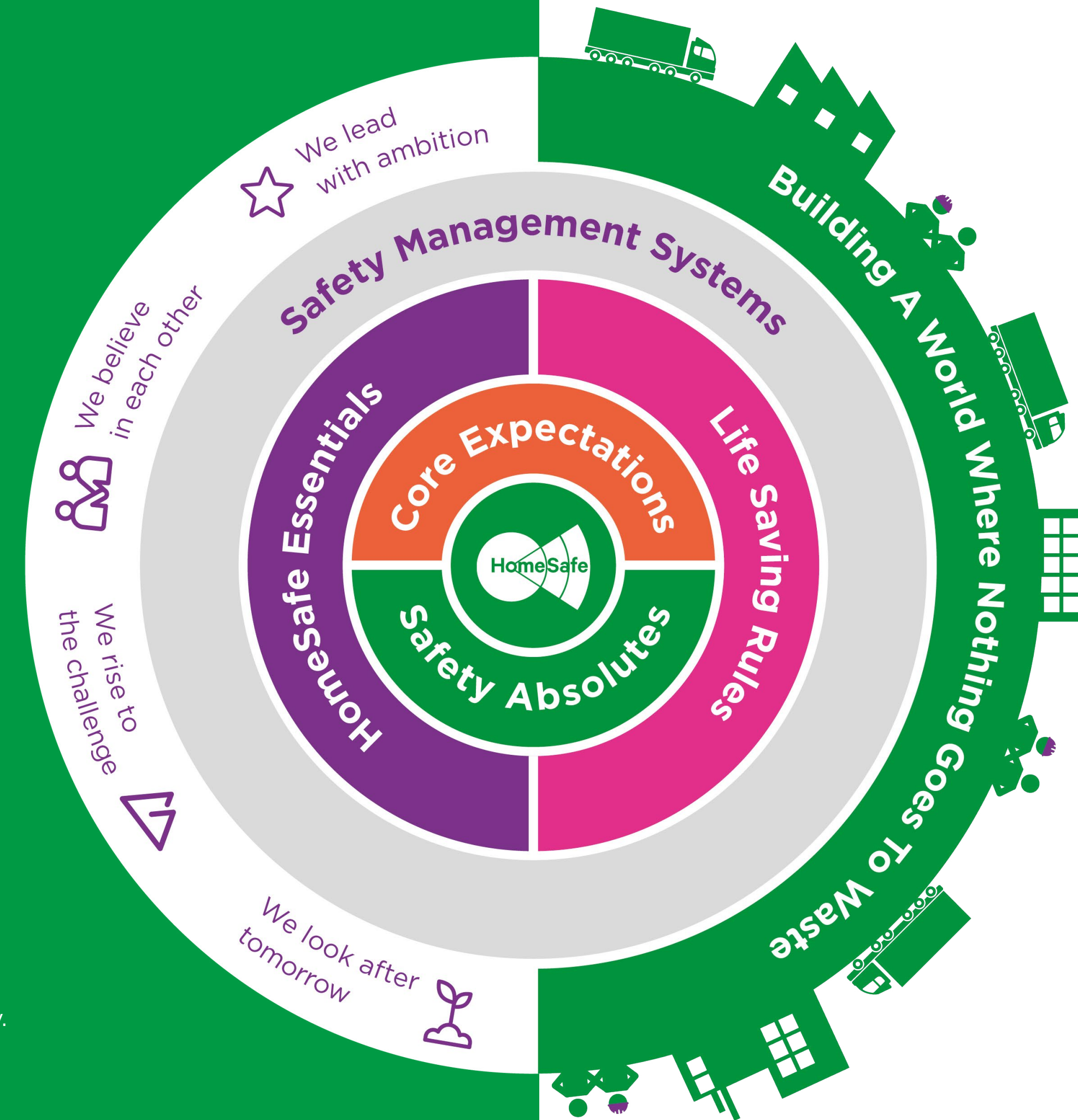
To make our operations and working environments safer and healthier for every one of our colleagues, partners, customers and communities.

HomeSafe Vision

Everyone home safe and well at the end of every day.

HomeSafe Mission

Together, by 2025, we will be the SHEQS benchmark in the UK resource recovery and recycling sector.



What did the Great Place to Work survey results tell us?

The survey showed our colleagues were positive about our work across all areas of Health, Safety and Wellbeing with significant year on year improvements on the scores. The responses also showed our people wanted more in this area and on wellbeing specifically. Whilst there have been increases against all the questions in this category, we felt that we wanted to put extra measures in place to influence real change.

Through collaboration between the HR and SHEQS teams, we have committed to creating a Wellbeing Strategy in FY24, which will be informed by Viridor colleagues' wellbeing input through the Your Voice Forum.

What we delivered:

- We introduced Healthy Performance Annual Health Assessments for everyone within Viridor with communications between November 2022 and January 2023 to encourage participation. These assessments include Body Mass Index (BMI), blood pressure, cholesterol, diabetes, and lifestyle guidance.
- We issued monthly campaigns throughout 2022, focused on health and wellbeing. Examples included mental health awareness week, men's health week, women's health week, breast cancer awareness, and drink driving.
- We upskilled our team of mental health first aiders. Throughout the year, we held a series of upskilling sessions to ensure that they maintain and retain the skills to provide support where required.
- We signed up with a new Employee Assistance Programme (EAP) provider, Health Assured, which includes an employee app to enable accessibility of the service.
- We continued to provide dedicated one-to-one support at all levels. Our Health and Wellbeing Manager continued to support line managers in the health referral process and also supported our employees through in-house case management for all ill health and fitness for work.



	Apr 2022	May 2022	Jun 2022	July 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Total
Counselling calls	4	12	0	1	2	3	13	12	7	12	0	11	77
Legal calls	0	0	0	0	0	0	0	0	0	0	0	4	4
Face to face counselling cases	0	0	0	0	0	0	0	0	0	2	0	1	3
Face to face counselling sessions	0	0	0	0	0	0	0	0	0	0	6	4	10
Telephone counselling cases	0	0	0	0	0	1	1	0	0	0	0	1	3
Telephone counselling sessions	0	0	0	0	0	0	2	0	0	0	0	3	12
Online CBT cases	0	0	0	0	0	0	0	7	0	0	0	0	0
Online CBT sessions	0	0	0	0	0	0	0	0	0	0	0	0	0
Online counselling cases	0	0	0	0	0	1	0	0	0	0	0	1	2
Online counselling sessions	0	0	0	0	0	0	4	0	0	0	0	0	6
Management referral cases	0	0	0	0	0	1	1	2	0	1	0	3	6
Monitored cases	0	0	0	0	0	0	0	0	0	0	0	0	0
Online hits	68	99	7	18	34	23	47	9	20	16	7	80	428



Continued colleague engagement

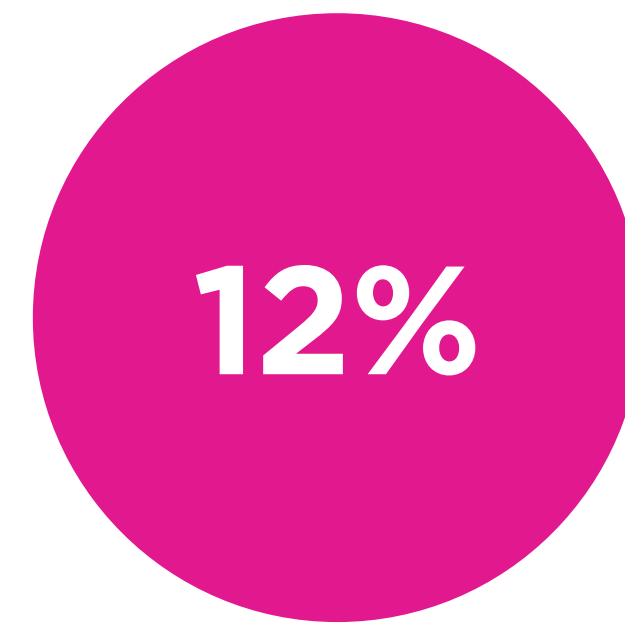
Trust and engagement were key areas of focus for us in FY23. We continued to partner with Great Place to Work (GPTW) to measure the employee experience which included conducting a survey across our entire employee population.

What did the survey tell us?

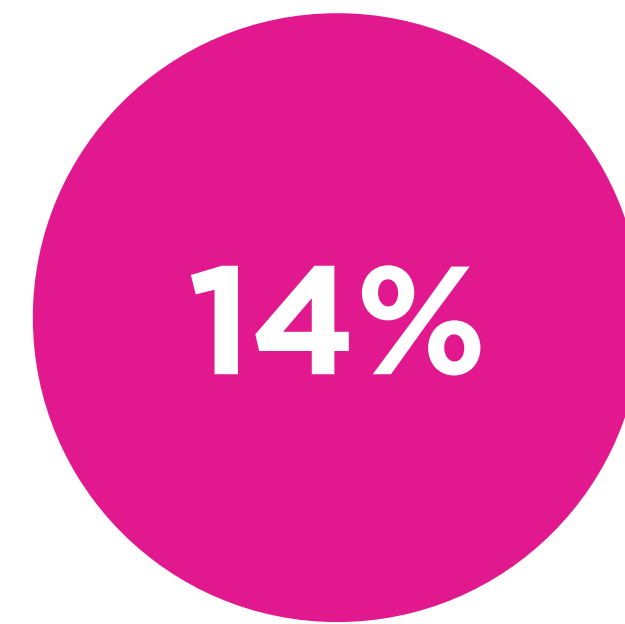
The results of the survey enabled us to understand what motivates and engages our people, as well as to identify key drivers that would form the key areas of focus in our FY23 engagement strategy, namely:

- Collaboration
- Communication
- Integrity
- Leadership

Using the FY22 survey as a baseline, the results of the FY23 survey showed an overall increase in both engagement and trust.

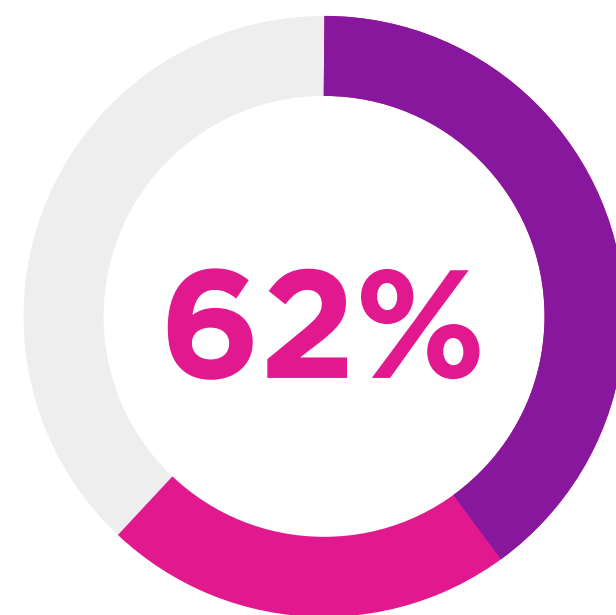


Engagement
12% increase

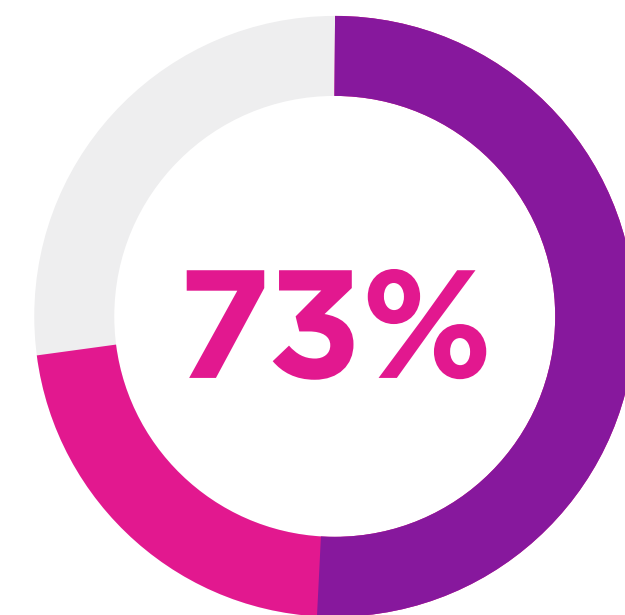


Trust
14% increase

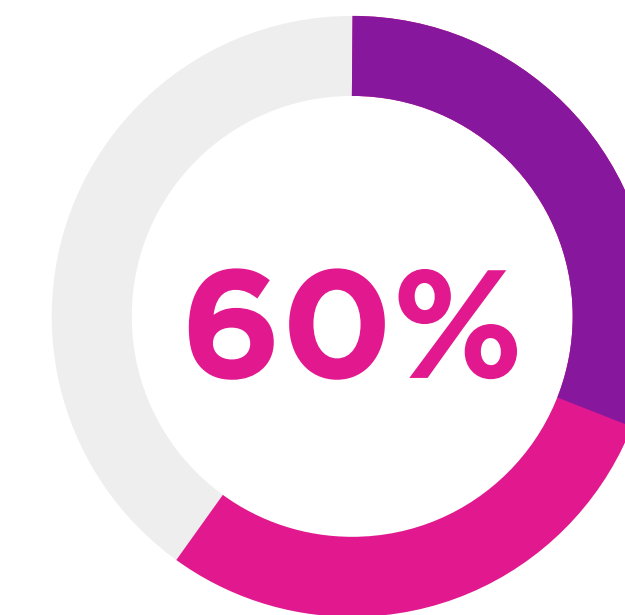
- FY22
- FY23



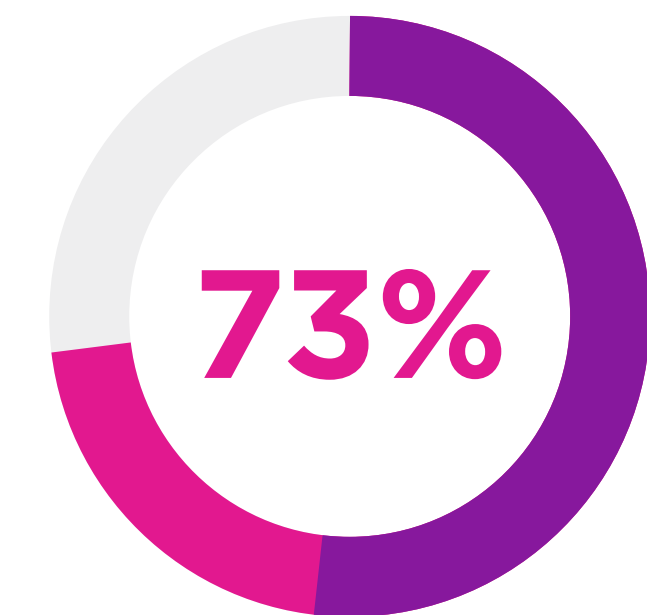
Collaboration
22% increase



Communication
22% increase



Integrity
21% increase



Leadership
21% increase

Looking after our people
Continued colleague engagement



What did we do to engage our people and achieve these scores?

Using the results of the survey, we have continued to build on our foundations, and grow our employee engagement by embedding and driving a number of different initiatives throughout the business.

Viridor Values in Action (VIVA)

VIVA is our recognition platform designed to encourage high standards of performance, as well as inspire and positively impact performance, motivation, and purpose by recognising exceptional colleague contribution.

The VIVA nominations window is opened each quarter and gives our people the opportunity to nominate peers that they feel embody our values.

With the first nominations completed in FY23, we held our second VIVA awards event in June 2023, where the finalists came together with senior members of the business to celebrate their achievements.



'We believe in each other'
category winner



For me, it's all about giving everyone a chance, with encouragement, education and positively changing their thinking.

Arlene Orr
Quality Manager at Viridor's Rochester PRF

'We rise to the challenge'
category winner



It's all about doing something out of the ordinary, going above and beyond your normal day-to-day role.

Matt Webster
Engineering Manager at Viridor's Beddington ERF

'HomeSafe: Innovation & Excellence'
category winner



It's all about the teams and people we have, and I think it's key that we have initiatives like this to hold on to them.

Ewan O'Hara
Environment, Health & Safety Manager at Viridor's Dunbar ERF

-  **WE LEAD WITH AMBITION**
-  **WE BELIEVE IN EACH OTHER**
-  **WE RISE TO THE CHALLENGE**
-  **WE LOOK AFTER TOMORROW**

Looking after our people
Continued colleague engagement



Your Voice Forum

In addition to our Operations Voice Forum, we have launched Your Voice, an opportunity for representatives to join from all parts of the business to be the 'Voice' of their peers.

Your Voice aims to promote collaboration and innovation, while helping to create a more inclusive working environment, where everyone feels involved in decisions and recognises that their voice is heard within the business.



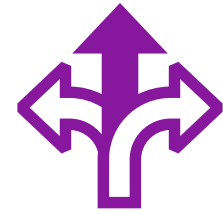
ENHANCED FAMILY LEAVE

We offer enhanced leave entitlement for anyone taking maternity, paternity and adoption leave.



MENOPAUSE SUPPORT

Providing guidance and support for both our people and managers.



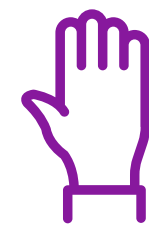
PREGNANCY LOSS SUPPORT

Offering support and giving parents the option to take additional leave during this difficult time.



VOLUNTEERING & COMMUNITY SUPPORT

Giving our people the opportunity to support volunteering initiatives and make an impact on the local community by offering 1 days paid leave.



We reviewed and implemented a number of key new policies relating to our people because we know that having the right policies in place to support the diverse needs of our people, across all stages of their lives, is crucial for creating a positive work environment.

The enhanced maternity leave was such a relief for me with my first child and has meant a much more relaxed pregnancy so far with my second. By taking the financial strain off, the enhanced maternity pay meant that I joined a variety of clubs and activities with my daughter, not only stimulating her development and progression but also significantly helping my mental health and allowing me to really enjoy such a unique time. I don't know of any other company which offers such a generous maternity leave, it's a great positive for Viridor.

*Imogen Carter,
Executive Assistant to CEO & Board at Viridor*

Rewards and benefits

By offering a wide range of **benefits**, we support the diverse needs of our colleagues across all stages of their lives. We recognise that we need to regularly review our benefits to ensure that they align with the needs of our people—this has given us the opportunity to add **additional benefits** to our overall package.



Learning and development

Mandatory and safety critical training

Each year, we set ourselves a target for mandatory and safety critical training as we recognise that this is essential to ensure compliance, promote safety, mitigate risks, maintain competence and drive continuous improvement. We built on FY22's compliance score of 95.5% and in FY23, we increased this score to 97.5%—both of which exceed our target of 95%.

Every role has a defined training profile to ensure that each employee is aware of the mandatory and safety critical requirements of their role. A thorough review in FY23 aligned the profiles with the duties of each individual role and ensured the correct training plan was in place, further demonstrating our commitment to prioritising safety and compliance within Viridor.

Leadership capability

Identified as a key driver in the Great Place to Work survey, we made a commitment to strengthen our leadership capability.

We invested in a companywide leadership development programme, 'Dare To Lead™', because we recognise how crucial this is to drive our success and to foster a positive work culture. Created by Brené Brown, the programme is designed to develop brave leaders and courageous cultures. By participating in the programme, members of

our Senior Leadership Team have been encouraged to empower their teams, foster creativity and innovation, and create an environment where everyone's contributions are valued.

We also want to make sure our leaders have a strong sense of self-worth and self-confidence—which are crucial in enabling them to lead with authenticity, empathy and resilience. This, in turn, positively impacts their relationships with team members and enables them to navigate challenges effectively.

Our leaders also received 360 feedback from randomly selected colleagues in the business. This is seen as an excellent way to gain a comprehensive, well-rounded view on the leader's performance, skills and behaviours from a diverse range of perspectives. Overall, 85% of our leaders received feedback confirming that they are effective in their role.

ESG e-learning

To build on the ESG roadshows, we developed an ESG e-learning module to provide a flexible and accessible way for employees to further their understanding of ESG at their own pace.

By embedding ESG into our business through this e-learning module, we aim to foster a culture of sustainability, social responsibility, and good governance. Completing the e-learning module will help employees understand the importance of ESG in achieving long-term business success and contribute to driving positive change within the organisation.

We plan to roll the module out in FY24, with a completion target of 100% by 31st December 2024.

Crisis management

Throughout the year we continued to deliver incident and crisis management training for all our Gold (Exec Team), Silver (Senior Management) and Bronze (site) level response teams.

A combined crisis management exercise was run in May 2023 for both the Gold and Silver tiers and incorporated testing of the updated crisis management plan, quick reference guides, as well as managing the media and interviews. The exercise was run online for the Gold team and in-person for the Silver team and included elements from central services and the comms team to allow for a realistic scenario to be delivered and managed. This year's exercise focussed on a cyber breach and data loss which tested both our operational response and our ability to manage Viridor's reputation and long-term viability.

Crisis media training was delivered to Silver and Bronze teams and this was exercised and tested during the exercise to embed the process and highlight any gaps and opportunities for improvements. Further crisis management and media training will continue into FY24.

I found undertaking the 'Dare To Lead™' course very useful and worthwhile. Having previously undertaken various leadership training courses and research, which have led me to operate in a style similar to that advocated by Brené Brown, it really cemented the ideas and philosophy that I already utilised. I found the aspects on the importance of leading with vulnerability and empathy interesting and have had positive results by implementing this into my day-to-day interactions with both my direct team and the wider site teams.

*David Roberts,
Regional Engineering Manager at Viridor*

Looking after our people

Emerging talent

Emerging talent

Graduates

Demonstrating our commitment to nurturing talent, we developed a refreshed graduate scheme with six new graduates joining the team in September 2022.

The new cohort has been placed in roles within our Engineering, Finance and IT teams. During the recruitment, we ensured that, in line with our gender pay gap action plan, we were more inclusive to enable female talent to be successful.

With this in mind, we recruited an equal number of females and males, demonstrating our genuine commitment to promoting gender equality and creating a balanced workforce.



I first heard of Viridor in my final year waste management class at university, and when I read about Viridor's graduate scheme, it was too good an opportunity to pass up. I'm a Graduate Engineer at the Glasgow Recycling and Renewable Energy Centre (GRREC). In this role I have been involved in a variety of projects covering multiple disciplines and learning skills that you can't learn in an academic setting.

*Aimee Waldron,
Graduate Engineer at Viridor's GRREC*

Our graduates rotate through their business area every six months to provide a comprehensive overview of the business, with the opportunity to gain diverse experiences and develop a well-rounded understanding. Involving the graduates in business-wide projects offers the opportunity to contribute, collaborate and make a meaningful impact on the business.

Apprenticeships

Apprenticeships are an integral part of our people strategy. Recognising apprenticeships as high-quality pathways to successful careers is a significant step towards providing valuable opportunities for individuals to develop their skills and contribute to the company's growth.

By providing opportunities for both new and existing colleagues to develop their skills, Viridor is not only enhancing the capabilities of our workforce but also creating a culture of continuous learning and development. This focus on upskilling and meeting the growing needs of the business will help Viridor stay competitive and adaptable in a rapidly changing market.

Our commitment to apprenticeships, and our plans to increase the number of apprenticeships in the coming years, clearly demonstrate Viridor's dedication to investing in talent and building a skilled workforce. These efforts will undoubtedly support the company in meeting its strategic objectives and ensuring its long-term success.

Viridor has supported me with my development and are providing me with skills and experience that I will need in the workplace.

*Ben G. Higgins,
Mechanical Apprentice at
Viridor's Beddington ERF*



We remain committed to fostering a safe, inclusive, and diverse culture while implementing policies that support employees' well-being and career development.

Diversity, equality and inclusion

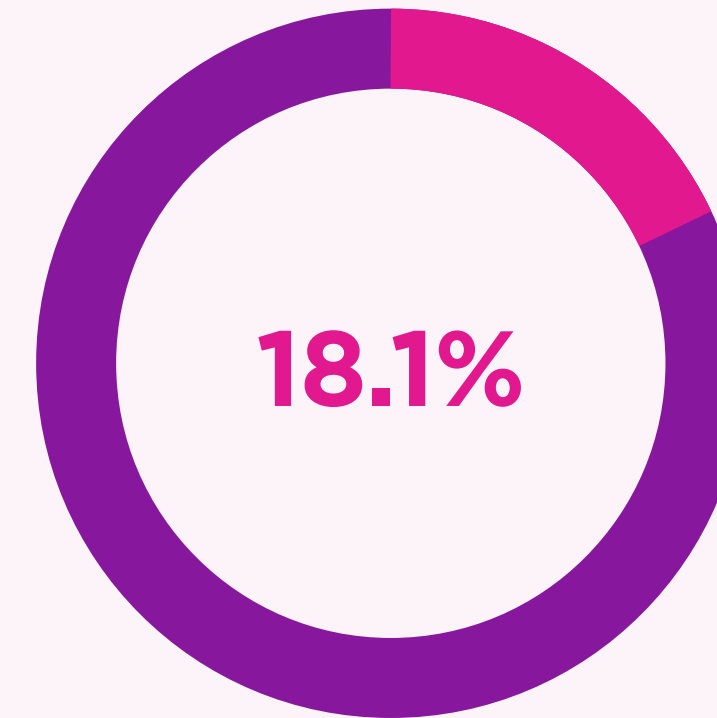
We strive to promote diversity and inclusion at all levels of the business, including leadership positions, as this can help to foster a culture that values and rewards diversity, which can ultimately lead to more equitable pay practices.

By refreshing our people policies, including the introduction of progressive family-friendly policies, we recognise the changing needs of our employees, and we try to continually adapt to them. These policies will help create a more supportive work environment for individuals with families, promoting work-life balance and overall employee satisfaction.

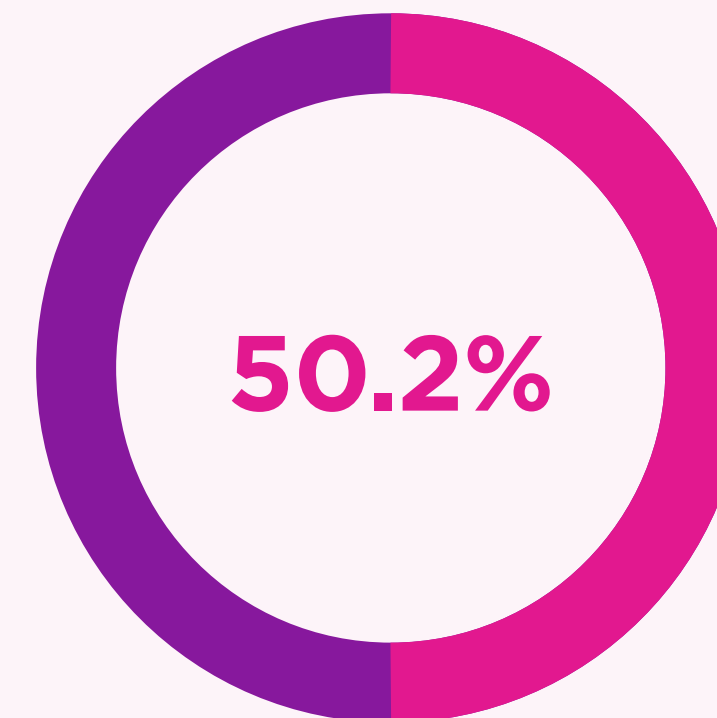
Furthermore, by increasing the focus on female apprenticeships and graduates, we are taking proactive steps to enhance female representation within the business. This long-term strategy will contribute to a more diverse and inclusive workforce, fostering innovation and creativity.

Gender pay gap

We publish our gender pay gap report annually for the previous financial year, and this can be found on [our website](#). In addition to our action we've also introduced a number of variable pay elements across the organisation. These include 'Your Share', our colleague scheme whereby everyone can earn a share of our profits, and during 2023, we standardised bonuses across the business so that all colleagues have the opportunity to earn a performance related bonus.



...of all females received a bonus payment



...of all males received a bonus payment

Our Gender Pay Gap action plan

- 1** Reviewing our graduate assessment programmes to ensure they are more inclusive and enable female talent to be successful and equally able to progress through different roles
- 2** Promoting our female talent and actively supporting their growth and development
- 3** Reviewing the recruitment process, where possible ensure female representation through all stages, including at interview stage
- 4** Continuing to ensure pay parity is maintained when recruiting new roles across the business
- 5** Continuing to review gender representation at each level of the business, from the Executive Leadership Team right down throughout the organisation, to identify any areas of weakness or potential barriers to progression

Looking ahead to FY24

Viridor's HomeSafe Strategy sets out how we will continue to build our SHEQS culture across the business through enabling, empowering and engaging our people, to ensure everyone goes home safe and well every day.

	HOMESAFE JOURNEY				
Homesafe Cultural Levers	ENABLEMENT Enabling our people through world class training, tools and supportive environments.		EMPOWERMENT Empowering our people through clear responsibilities, felt-leadership and local ownership.		ENGAGEMENT Engaging our people through recognition, purposeful communication and visible business commitment.
Homesafe Commitment	EVERY ONE. EVERY DAY. Our SHEQS guiding purpose, vision, mission and everyone's personal commitment.				
	SAFETY	HEALTH & WELLBEING	ENVIRONMENT	QUALITY	SECURITY & RESILIENCE
Our Functional Focus	Protect our people and business	Proactive and targeted personal health and wellbeing provision	Protect the environment and our communities	Share best practice and drive continual improvement	Protect our people, assets and reputation
Our Core Focus Areas	<ul style="list-style-type: none"> Health and Safety leadership excellence Best in class safety training provision and induction Supply chain collaboration through targeted best practice and culture sharing Enhanced risk management and control through Safety Rules and LOTOTO excellence Process safety systems and procedures 	<ul style="list-style-type: none"> Timely access to Occupational Health help, information and support Best in class Health Surveillance and Fitness-for-Work assessment processes Mental health and physical wellbeing support Occupational Hygiene processes and provision 	<ul style="list-style-type: none"> Environmental leadership and awareness excellence Fire control standards, including fire prevention plans Best in class environmental training provision and induction Environmental compliance systems and process review 	<ul style="list-style-type: none"> Enhanced PPIG* through the Viridor Management System (EDMS) Risk Assessment and Safe Operating Procedure review and assurance Compliance with legislation and best practice Shared learning to prevent incident recurrence 	<ul style="list-style-type: none"> Embed, exercise and test incident response Emergency preparedness through stakeholder collaboration Continually improve site security standards Standardise and improve access control including visitor and contractor management
Our Guiding Principles	A PURPOSE DRIVEN ESG CULTURE People, Environment, Communities				
	WE LEAD WITH AMBITION	WE BELIEVE IN EACH OTHER	WE RISE TO THE CHALLENGE	WE LOOK AFTER TOMORROW	

CULTURE

Create a respectful, inclusive workplace culture, where everyone can bring their authentic selves to work, is encouraged to speak up and express concerns that do not align with our company values.

- Embed new behaviour standards 'The Viridor Way', aligned to our values
- Maintain our Great Place to Work accreditation for FY24
- 360 feedback to all our Senior Leadership Team
- Focus on Employee Wellbeing



REWARD & FAIR PAY

Achieve fairness and consistency across the organisation for pay, making sure our pay practices do not show bias.

- Achieve Living Wage accreditation by end FY24
- Reduce our temporary worker ratio by 25%
- 100% variable pay parity across the organisation achieved FY23



SKILLS DEVELOPMENT

A fully competent workforce where training and development is readily available and develops all colleagues for success.

- Double our apprentice intake and offer opportunities at all levels
- All colleagues to participate in ESG e-learning
- Increase training days per employee from 3 to 5
- 20% of all promotions to be internally sourced
- Diversity, Equality & Inclusion training for all colleagues by FY25



DIVERSITY, EQUALITY & INCLUSION

We aim for our workforce to reflect the diversity of the communities we have.

- Female diversity to 50% in all new talent programmes
- 25% diversity in Senior Leadership Group by 2025
- Female representation at Board Level
- Introduction of DE&I KPIs for the Executive Leadership Team
- Achieve Bronze level accreditation in the Armed Forces Covenant by the end of FY24
- 100% of all leaders trained in unconscious bias by 2025
- Reduce Gender pay gap



Looking after our communities

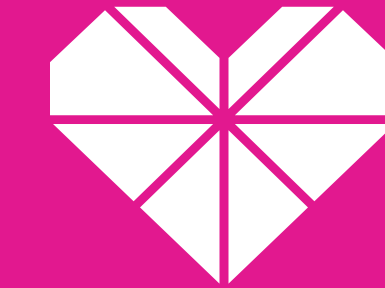
With a large local authority client base, ensuring our activities deliver social value locally is key. We are active members of the communities in which we work, and our aim is to contribute to building resilience in these communities. Driven by climate change, the British industry has a key role to play in creating a sustainable and affordable future. This is opening up a diverse range of innovative employment opportunities for young people interested in a career in STEM—opportunities that we are keen to promote and support.

Looking after our communities

Year in highlights



Skills for Work—Energy National 5 course: The Physics Department at Holyrood Secondary School, local to our Glasgow GRREC site, recently completed the development of a Skills for Work: Energy National 5 course. The Community Benefits Officer at GRREC started working with the school on the course (equivalent to GCSE in England) in January 2022. GRREC and the school formed a partnership to achieve course authorisation by the Scottish Qualifications Authority (SQA) and the course started in August 2022. The SQA will continue to assess the course throughout the year.



Supporting Ukraine: Viridor made a commitment in FY22 to find ways to support those most affected by war in Ukraine.

On top of a £1 million donation made in FY22 and split between two charities (Save The Children's Ukraine Fund and UNHCR's Ukrainian Refugee Support), in FY23, our people raised £6,700 through their charitable efforts. This amount was matched by Viridor, bringing the total donated to £13,400.

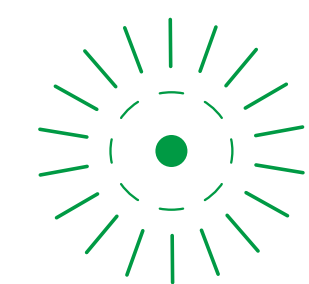


Nearly £500,000 donated to support local community at Viridor's Beddington ERF: Beddington ERF hit a major milestone this year having donated nearly £500,000 to local charities and other organisations in the area since 2017. This year, almost £30,000 was provided to StartUp Croydon, an organisation helping businesses start up in the local community. The funding was used to help redesign their business lounge to make it more welcoming and practical for service users.

Supporting children in need: This year we have given over 100 laptops to disadvantaged school children in Oxfordshire through Bicester Green's Get Oxfordshire Online (GOO) project. This project was set up during lockdown and supported by funding from Oxfordshire County Council. The refurbishment of the devices happens at the Bicester Green where volunteers work to refurbish bikes and electronic equipment to reduce waste.



Climate Hero Employer: Viridor have been successfully recognised as a 'Climate Hero Employer', a programme which forms part of the Scottish Government's 'My Climate Path' initiative. This is an employer-led programme of activity that raises awareness of the roles and skills required for the jobs of the future that will drive sustainable economic growth in a circular and net zero economy.



Looking after our communities

Year in highlights

Working with Reuse Network

Viridor has renewed its commitment to the charity Reuse Network through a strategic partnership which has seen the two organisations aligned since 2022. This continued partnership demonstrates Viridor's commitment to ESG and its dedication to supporting initiatives that reduce waste and promote circular economy principles within, as well as outside, the organisation.

Reuse Network supports a network of charitable organisations across the UK who are dedicated to reuse. Each year the network diverts millions of household items from landfill, helping to reduce carbon emissions and assisting low-income households by giving them access to affordable goods.



As the headline sponsor of the Reuse Network Annual Conference 2022, Viridor's support was vital in bringing together our members and delivering a valuable event. The annual conference is a crucial part of our work as it is the UK's only national event dedicated to reuse.

*Craig Anderson,
CEO of Reuse Network*

The partnership between Viridor and Reuse Network further supports delivering on our purpose of building a world where nothing goes to waste. I recently donated my old sofa to Emmaus, part of Reuse Network—the sofa was brought back to life, making a positive impact on the environment and community.

*Richard Robinson,
SHEQS Director at Viridor*

In 2022, the reuse sector saw continued growth with 2.7 million furniture and electrical items reused throughout the year. This helped 1.18 million households save £343.2 million and prevented 98,935 tonnes of CO₂ emissions.

Under the renewed partnership, Viridor will continue to provide support to Reuse Network through committing resources, expertise and £25,000 of funding. This support will enable Reuse Network to further raise the profile of the sector through strategic marketing and communications to promote socially driven reuse as the only option for reuse.

Through this work, Reuse Network will improve access to reuse information, services and products to help low-income households gain the essential household items needed to create a sustainable home.

Our renewed partnership with Reuse Network underscores our commitment to building a world where nothing goes to waste.

Looking after our communities
Year in highlights



The establishment of our strategic partnership with Viridor last year supported us in making significant strides in raising the profile of the reuse sector. The network was able to increase awareness of the importance of reuse through a range of initiatives. Viridor's continued support is invaluable to our mission of promoting reuse and sustainability. Their expertise and resources have helped us make a meaningful impact in reducing waste and supporting communities in need. We look forward to continuing our partnership and driving positive change together.

Craig Anderson,
Chief Executive of Reuse Network



Looking after our communities
Ardley Energy Recovery Facility

Ardley Energy Recovery Facility

This year our main aim was to get community visitors in to enjoy our interactive visitor centre. We have hosted five times the number of visits whilst continuing to maximise accessibility by offering live virtual events.

We encourage all our visitors to talk to everyone about what they have learned. For us nothing is more important than empowering our younger visitors, primary and secondary school committees, such as Eco-school or school council groups, to run assemblies and make changes on their school campuses. Like all visitors who come here to see what happens to their waste, they learn about what to do with things when they have finished with them, reducing as well as recycling correctly, and leave ready to use their knowledge to galvanise action among their peers.

During the year, we hosted careers-focused visits and work experience placements. These interventions ensure young people see the waste resources sector, and Viridor, as a great opportunity for the essential careers needed nationally to support long term ambitions, such as achieving net zero. Our work experience week has been accredited for a silver award from the Engineering Development Trust.

Working with a local community action group and the parish council, we paid for and planted 135 saplings in Ardley village, creating a copse using our day volunteering scheme. Planting trees both this year and last gives us an opportunity to be out in our neighbourhood, supporting people to protect the local ecology. Participating in this project has a visible and lasting impact.



Ardley ERF engagement in numbers:

Online Activity

11
Number of events

298
Number of attendees at events

Offline Activity

101
Number of site visits/tours

1079
Number of attendees



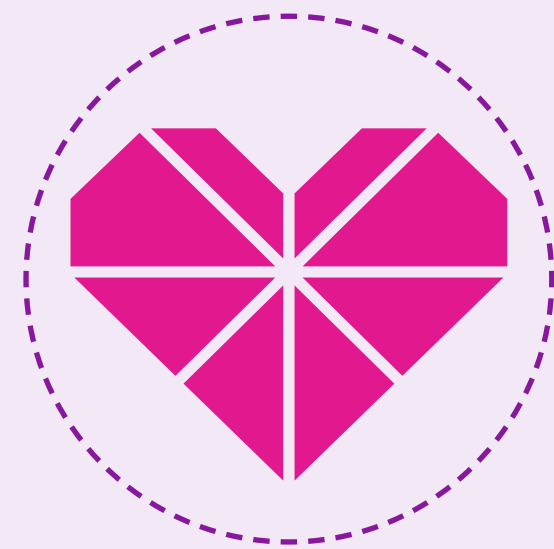
Thank you for the tour. It felt like we could have spent another couple of hours going through things given what you and the education centre has to offer. In my 16 years in this space, it's the most informative EfW tour I have been on and for the team I think you set the bar high now for any other one!

Neil Cole, KPMG

Case Study

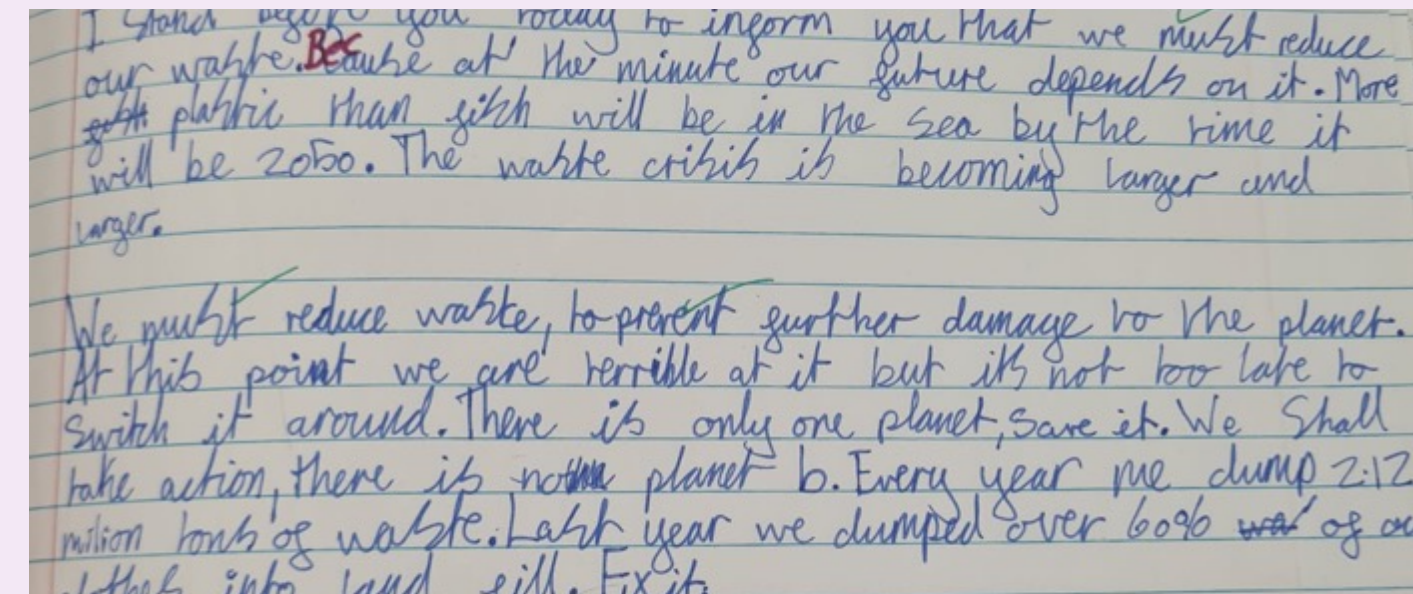
Hillview Primary Academy Eco-School, site visit to Ardley ERF

The students presented what they had learned during the site visit, to every Hillview pupil at school assemblies. All the school's bins have new signage to help everyone put the right stuff into the right bin. Our Visitor Centre Manager ran an online session for the whole year 6 cohort. Following this, pupils participated in a persuasive writing assignment, using notes both from the online session and their own personal research.



I've never seen children being so excited and engaged—it was genuinely inspiring to see you (referring to Jessica Baker-Pike, Visitor Centre Manager) do that, and what a treat for them. It's a real credit to what you and your team do to engage our communities and encourage the next generation to be interested in our industry, STEM and the environment.

Mahul Patel, Associate Director, Finance at Viridor



Looking after our communities

Clyde Valley Facilities

Clyde Valley Facilities (Dunbar Energy Recovery Facility and network of Transfer Stations)

We once again worked in partnership with the Engineering Development Trust (EDT) to deliver a net zero Virtual Work Experience Programme in June 2022. The opportunity to participate in the programme was promoted to all pupils across Scotland, aged between 14-18. All pupils who participated in the programme were offered the opportunity to attend live Q&A sessions with Viridor employees about career opportunities within the industry and were exposed to detailed information about Viridor's ambitious net zero targets, vision & values.

We were pleased to achieve a total of 96 pupil registrations for the virtual work experience week. A total of 39 pupils successfully completed the programme with 22 pupils achieving Industrial Cadets Bronze accreditation and 17 pupils achieving Industrial Cadets Challenger accreditation. Within this total, 29 pupils from Viridor schools successfully completed the work experience programme, with 15 achieving Industrial Cadets Bronze accreditation and 14 achieving Industrial Cadets Challenger accreditation.

This year we sponsored **The Industrial Cadets Bronze Award National Final** that took place on Tuesday 31st May 2022 at Dynamic Earth, Edinburgh. We also sponsored and delivered both Clyde Valley and South Lanarkshire Industrial Cadets Bronze Award Hubs for S2 pupils from November 2022 until February 2023.



It was a great experience for my students, they learned many skills and enjoyed the links formed with industry partners. I would recommend doing this project to all schools.

Teacher, Eastwood High School

I really liked learning more about STEM and it was a great experience. It was very fun especially being in a group with a few of my friends.

A pupil from Trinity High School



Looking after our communities

Clyde Valley Facilities

Following a re-application process, we have been recognised as a 'Young Persons Guarantee Employer' for the second year running. This is a Scottish Government scheme run in partnership with Developing Young Workforce.

The Young Person's Guarantee recognises employers who work closely to support and engage with young people through work experience, apprenticeships and other learning and development opportunities. We have achieved this accreditation through our Community

Benefits work in Scotland and are now listed on the Scottish Government website as a 'Young Person's Guarantee Employer'.



Viridor have also been successfully recognised as a 'Climate Hero Employer', a programme which forms part of the Scottish Government's 'My Climate Path' initiative. This is an employer-led programme of activity that raises awareness of the roles and skills required for the jobs of the future that will drive sustainable economic growth in a circular and net zero economy.

The programme provides employers with a simple mechanism for engaging, through a range of projects, with young people in schools around green jobs, climate change and sustainability. Climate Heroes are matched with a school for 12 months to work with both educators and young people to influence the curriculum and support young people to develop the skills required for different jobs and career pathways in a sustainable economy.

This year our Community Benefits Officer was matched with Coatbridge High School who were offered the opportunity to participate in the Virtual Work Experience Programme. As part of this programme, the Officer also attended an S2 STEM session at Coatbridge High School in November 2022. The purpose of the visit was to inspire pupils who were disengaged in STEM subjects by educating them on career opportunities within the industry.

Elsewhere, a total of 15 free online business training workshops were delivered by seven different presenters on various topics, between April and December 2022. This exceeded the contractual requirement of 12.

Virtual visits were also delivered to all pupils who participated in the Industrial Bronze Award programme (17 teams in Clyde Valley & 13 teams from South Lanarkshire, six pupils per team).



A very belated thank you (referring to Viridor's Community Benefits Officer) for your brilliant workshop last week. I've had lots of positive feedback from pupils. I think you being a former pupil made you very approachable.

Feedback from the S2 STEM session

Looking after our communities

Beddington Energy Recovery Facility

Beddington Energy Recovery Facility

Beddington ERF hit a huge milestone this year having donated nearly £500,000 to local charities and organisations in the area since 2017.

This year, we donated almost £30,000 to StartUp Croydon to help them redesign their business lounge to make it more welcoming and practical for service users. They are an organisation helping businesses start up in the local community by providing services to encourage business growth and a space for them to work in.

We are very grateful for the support of yourself and the panel and look forward to using the funds to make a difference in our community.

*Aimee Collins,
Read Easy Croydon Fundraiser*

Thank you so much for your continued support for Maggie's at the Royal Marsden and for the opportunity for applying for this again this year. Your support really does mean everything to us and we are so unbelievably grateful for everything you have done.

*Madeleine Wilson, Centre Fundraiser
for Maggie's at the Royal Marsden*

This year alone we supported 10 projects with a funding total of £83,000.

These included:

- The Maggie's Centre at the Royal Marsden with a donation towards materials to use in their centre, to support those dealing with cancer.
- Croydon Health Services Charitable Fund as a contribution towards a playground for their new children's ward at the local hospital.
- Wallington Little League, a club for kids wanting to play football but struggling to get back on their feet after COVID-19, needed kits and equipment.
- London Wildlife Trust with a donation to fix two bridges in their community wilderness.
- Pamper Indulge and Give with a donation to help kids learn how to grow their own vegetables and support sustainable eating.
- Sutton Nightwatch Homeless with a donation towards the cost of downstairs flooring between the kitchen and dining room safe.
- Read Easy Croydon with a contribution towards the cost of books to help increase the literacy of the adults in the area.
- JigSaw4U, a charity working with vulnerable children with a donation towards the cost of repairing its premises after damp damage, to ensure it was safe for all service users.
- We also donated equipment to the bird watchers on the Beddington Farmlands to ensure they can keep monitoring and auditing the habitats for the birds.

Looking after our communities
Beddington Energy Recovery Facility

In February 2023, Viridor colleague Rob Ferrey circulated an email advising of an initiative for Viridor veterans, service leaders and spouses.

Beddington's EC&I Engineer Mitchell Hurley enthusiastically moved this forward and trialled it at Beddington. In March, he brought a service colleague to attend the site for work experience. During his time here, he shadowed the engineers and other members of staff, getting an understanding of what it would be like to transfer his skills as a Marine Engineer into the ERF environment.



In early 2023, Beddington ERF was heavily involved in running a Noxie campaign encouraging the local community to leave gas bottles out of the bin. At the Beddington ERF, we have seen a big increase in gas bottles in the waste which can cause lots of issues if exploding inside the plant. Campaign posters have been placed in the local newspaper and on local public transport to raise awareness that these bottles should not be put in the bin.

At the Beddington ERF, we have opened our doors and welcomed a regular flow of visitors, seeing over 350 people come in to gain a better understanding of what happens to their waste.

In September 2022 we welcomed three groups for our heritage open day visits, helping local residents understand why the Beddington ERF is there. We have since then expanded into the community. Cheam High School have visited twice, in November 2022 and March 2023. Annie Azhar, our Performance Improvement Manager, assisted to give them a careers talk. As a successful recruit from the Viridor Graduate programme, Annie was able to give great insight into the route they can take if wanting to work somewhere like the Beddington ERF. We did an activity where they had to create their own turbine, that with the power of a hair dryer could raise a cup from the floor.

We also had our very first primary school visit in January 2023. The school's eco club had a really informative time learning about what happens with their waste and created pledges to help ensure better waste management in the future.

In February 2023 we welcomed the Chartered Institute of Waste Management for their London and Southern Counties Centre group visit, where they received a talk from our Plant Manager David O'Callaghan and Operations Manager Brett McGuin.

In December 2022, we invited Engineering students from University College London for a tour around the plant, helping them get a practical look at what they were studying—ERFs. The Visitor Centre and Engineering team have also collaborated with local colleges and their apprentices. We have been out to several colleges to tell the apprentices what we do at the Beddington ERF and what qualifications they would need to have to apply there. We have given careers talks at the colleges and welcomed them for tours.



It really has been a site-wide effort in terms of giving back to the community with each department supporting visits. In addition, we've had more than 8,000 visits in the last financial year alone to the online Beddington Virtual Visitor Centre. In FY23, we've seen a rate of 90% new visitors, at just over 3,000 people, to 10% returning visitors, so our reach is definitely increasing.



Looking after our communities

Glasgow Recycling and Renewable Energy Centre (GRREC)

Glasgow Recycling and Renewable Energy Centre (GRREC)

The UK energy industry is undergoing a rapid transformation towards a more sustainable, reliable and affordable future. This is opening up a diverse range of employment opportunities for young people interested in a career in STEM. In order to improve our provision in this area, the Physics Department at Holyrood Secondary School, local to the GRREC site, recently developed a Skills for Work: Energy National 5 course.

The Community Benefits Officer at GRREC started working with the school on the New Scottish National 5 Energy course (equivalent of a GCSE in England) in January 2022. Together they formed a partnership to complete the course and have it authorised by the Scottish Qualifications Authority (SQA). The course was authorised by the SQA and delivery commenced in the school in August 2022. The SQA has continued to assess it throughout the year—with excellent results so far!

This course is particularly relevant for pupils seeking to develop a career in an engineering or technical discipline, with emphasis on the energy sector. To ensure success, pupils are required to complete a number of units aimed at developing their creativity and employability skills. As part of this partnership, the Community Benefits Officer went into the school to talk to the pupils about GRREC, STEM careers and their future, and how the course is relevant to what we do in Viridor. This partnership culminated in the offer of GRREC work placements for all 22 students on the National 5 course at the end of term in June



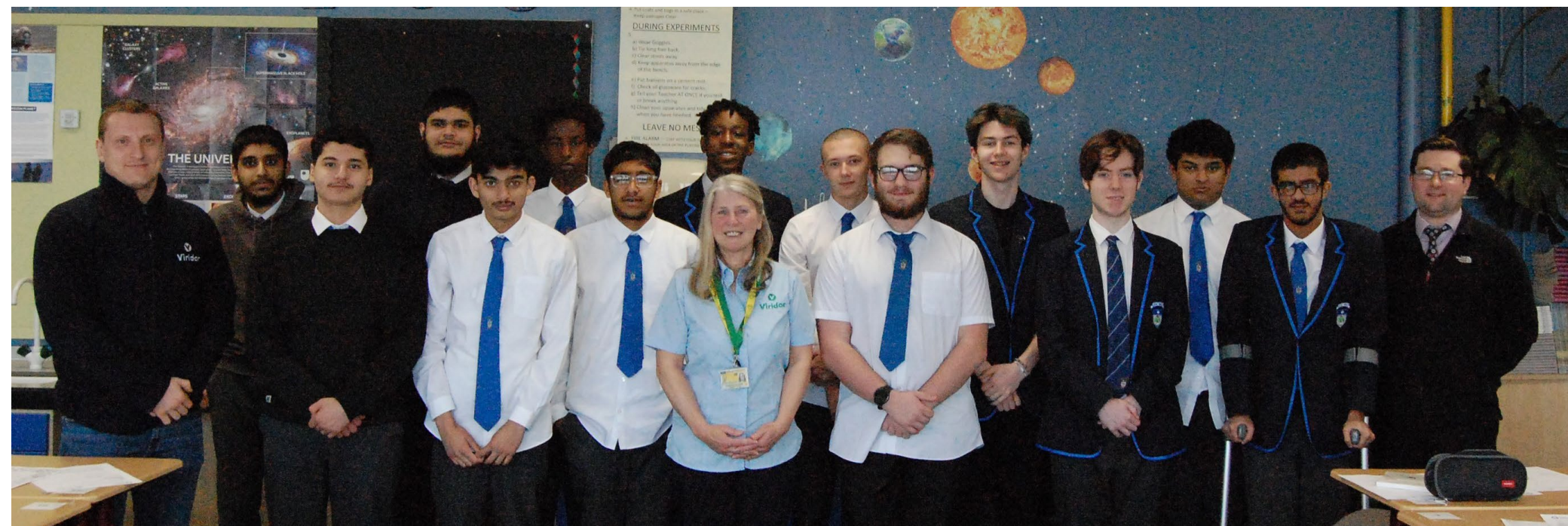
2023, with the aim of getting as many young people engaged, enthused and excited about STEM and the waste industry as possible.

All participating pupils undertake four mandatory units where they learn about both conventional and contemporary energy generation systems and develop their practical skills by building a small-scale, solar, hot water system and wind turbine. Pupils also enhance their employability skills by investigating careers within the energy industries—reviewing their own strengths and weaknesses in order to identify the most appropriate job roles for themselves within this sector. Pupils can then specialise in one of three optional units, including: Energy and the Individual, where pupils determine their own carbon footprint and explore ways in which to reduce it; Oil and Gas Extraction, where they find out how oil and gas are created and extracted; and Conventional Production Technologies and the Grid, where traditional energy generation plants and their impact on the environment are considered.

The partnership will significantly enhance delivery of the employability aspects of the course. In one particular highlight of the partnership, pupils will undertake a week-long placement at Viridor's state of the art facility where they will participate in a series of fun engineering challenges and STEM educational activities, while learning about Recycling and Energy Recovery. The experience gained will give pupils a valuable insight into the types of careers available within the energy sector as well as a better understanding of the various routes into an engineering career. The partnership will be publicised via a press release during the work placements at GRREC.

Viridor are delighted to work in partnership with Holyrood Secondary to enhance their new National 5 Energy Course and highlight careers in our sector. We are hoping to see future STEM talent coming through via our joint venture and work experience placement programme at GRREC.

Karen Peer, Community Benefits Officer at Viridor's GRREC



Looking after our communities

Glasgow Recycling and Renewable Energy Centre (GRREC)



Other highlights included:

- Sponsoring and delivering our 11th Annual Glasgow Hub, Industrial Cadets Bronze Programme for secondary school pupils, aged 12–14 years.
- Delivering virtual visits to all nine schools participating in the Industrial Cadets Bronze Programme, one face-to-face visit with ASL school (total of 58 people), a further five in-house community visits, nine online or external educational events and nine visits from our Local Authority, Glasgow City Council (including community guests).
- Participating in the Engineering Development Trust's (EDT) Virtual Work Experience Programme, run by EDT—with a total of 37 pupils signed up from Glasgow high schools.
- Arranging the first face-to-face visit since COVID-19 restrictions in November 2022; from a local Secondary Special Educational Needs (SEN) Unit as part of their environmental science project.
- Recruiting a 'Year in Industry' student for 1-year placement through EDT.
- Creating a new suite of free & diverse online business training workshops for local businesses. A total of 15 workshops were delivered to 50 local Small-to-Medium Enterprises and Social Enterprises in Glasgow.
- Participating in a local SME/SE business networking event with 98 commercial work zones, advertising and discussing the support that GRREC can offer the local business community.
- Working with the Local Authority, Glasgow City Council, on a joint 'Dangerous Waste Media Campaign' in February 2023, which started with a 3-week radio advert slot, press release and social media publicity. This will continue with further publicity as the campaign moves on.
- Raising £465 for Children's Hospices Across Scotland (CHAS).
- Participating in a charity football match in memory of colleague Mark Egan who recently passed away—which raised £265 for Scotland's Charity Air Ambulance (SCAA).

Looking after our communities

Peterborough Energy Recovery Facility

Peterborough Energy Recovery Facility

The Peterborough ERF Visitor Centre had a relaunch in January 2023, with the appointment of a new Education Officer and Secretary of the Viridor in Peterborough Fund. This saw an increased emphasis on engaging schools and education communities, with new activities created in the Visitor Centre to promote a hands-on learning experience for Key Stage 2 visitors, who are typically aged between 7 and 11 years old.

We have had an encouraging response to these developments with an increase in requests for visits, with February 2023 seeing our highest number of visitors since February 2018.

By engaging school children about how waste is managed (and the impact that an individual has) it is hoped that we can start to see improvements in some of the more problematic areas within the city, regarding recycling and waste disposal.

We have enjoyed visits from a variety of school backgrounds, Year 6 classes, home schooling collectives and special needs schools. All of the young visitors have brought a wonderful energy to the site and have loved visiting the control room. In turn, the team in the control room have been incredibly welcoming—impressing the students with some grabber and waste feathering action.

In addition to the education-based visits, we have also seen an increased interest in the number of professional visit requests from organisations who are interested in how their waste is dealt with and who would like to understand more about how ERFs work.

In March 2023 we welcomed The Chartered Institute of Waste Management (CIWM) to the ERF. The day was organised by Recoup, with a tour of the plant and a chance to discuss the latest developments in the world of waste management. Vibrant and insightful conversations were had between experts in the industry regarding the challenges they are facing in their own roles/communities as well as the innovation happening to combat them.

Owing to the uptake of the event, we offered both morning and afternoon slots to respond to the demand. There was great feedback on how well looked after the site seemed, how they appreciated the visibility of the process from Viridor and how engaging they found the session.

Outreach delivery began recently with two visits to a local Rainbows Group who had been learning about waste/recycling and wanted to know more. In collaboration with Peterborough City Council, we delivered a fun, informative session that included games and hands-on activities. The Rainbows were very engaged and had lots (and lots!) of questions.



We also attended a large inner-city primary school, West Town Primary, and delivered two assemblies to approximately 320 students and teachers. The school has since expressed an interest in organising a visit for some of the children to the ERF.

Also, in March 2023 we attended the Peterborough City Council’s launch event for a week-long community litter-picking drive. The event hosted multiple exhibitors (ourselves included) who engaged with the public regarding environmental matters. The Viridor stall was met with a positive response from members of the public, many of which were unaware of what we do at the ERF and were surprised that they could come and look around the facility.

During all visits and outreach events we have been highlighting the dangers of incorrectly disposing of batteries, as this has been problematic within local waste collection. We are using the Take Charge campaign as a way of highlighting the risks of putting batteries, or devices that contain batteries, into general household waste or recycling.



The Viridor in Peterborough Fund

The Viridor in Peterborough Fund continues its success of providing funds for local good causes. To date the fund has granted £364,966 to local charities and organisations that are striving to improve the general environment, their own communities or to support those within the city who need extra support.

During 2022, the Fund awarded £48,680 to community benefits, including a new zip wire for a local park, a new flail collector for a country park and for an upgrade in technology for a local asylum & refugee charity.

In February 2023, the Fund gave a further £58,390.59 to local charities and organisations, including a community lead STEM initiative, community festivals, park renovations, sports-based charities and sporting facilities. We continue to receive a growing variety of strong applications and look forward to providing more funding for the Peterborough community throughout the year.



Looking after our communities

Runcorn Energy Recovery Facility

Runcorn Energy Recovery Facility

In FY23, Runcorn ERF donated £890,000 to local communities through the Halton Borough Council Environmental Fund, including £440,000 through Viridor's TPSCo joint venture.

The facility team also helped out a local school (Weston Point Primary School) at Christmas with a Christmas Selection Box Appeal, donating approximately 200 selection boxes and assorted gifts.

Last year the facility team won £3,000 at The VIVA Awards, as a site achievement in the HomeSafe Category. The team hit one million hours with no lost time injuries. With safety as a priority, the team's hard work, commitment and responsibility for their own safety and the safety of those around them resulted in the remarkable milestone which included the completion of four phase outages, demonstrating safety leadership and protecting Viridor's people.

The team decided to split the prize money and chose to donate £750 to four different charities and organisations, namely Weston Point Primary School, Great Sankey Karate Club, Sandbach Girls Football Club and Halton Child Contact Centre.

We also continued our sponsorship of the local football club, Runcorn Town FC, providing important funding for the club, with the Viridor brand featured on shirts, in the match-day programme, at the ground, and with the stadium renamed as the Viridor Community Stadium.

I would like to extend a huge thank you to Viridor for their massively generous donation to Great Sankey Karate Club. The money will greatly help in our efforts to fundraise for and purchase a defibrillator for the club and local community to use. We believe this life saving piece of equipment is vital in any sports or community use venue and can make all the difference in the event of an emergency. Many thanks.

Steve Nelson, Senior Instructor at the Great Sankey Karate Club

This is an amazing donation and the girls and the team are very grateful for it. It's so important that Sandbach United works with companies in the community and we're so pleased to have been recognised by Viridor.

Liz Clarke, Diversity and Inclusion Officer at the Sandbach Football Club



Looking after our communities
Trident Park Energy Recovery Facility

Trident Park Energy Recovery Facility

This year has been focused on restarting the visits programme with the objective of returning to pre-COVID-19 levels over the next couple of contract years. The Visitor Centre has made extensive use of on-site and outreach activities as well as a digital visit offering.

We were able to deliver both community newsletters and our open day events on-site in partnership with the CADW Open Doors programme. A total of 30 visitors took part in the CADW Open Doors events, this is comparable to per visit numbers pre-COVID-19.

We were awarded the Careers Wales Valued Partner Award for ‘Most Innovative Support for Schools’ - demonstrating not only the quantity of our return to in-person visits but their quality.

We also continued to participate in the Capital Curriculum Project and have supported the group with the development of resources and learning packages based around local waste education.

Looking ahead, our primary objective is to solidify the return to on-site and outreach visits, working with schools and community groups to ensure that these visits become regular or semi-regular. We will also continue to support the Capital Curriculum Group to deliver resources and education programmes and will restart the Waste Education Liaison Group meetings in FY24.

Visits Summary FY23

88 Total number of visits/events	8,789 Total number of attendees	41 Total number of outreach visits	4 Total number of virtual visits
43 Total number of site visits	72 Total number of online visitors	538 Total number of on-site visitors	8,179 Total number of outreach attendees



Thank you for conducting our recent tour of the Trident Park Site, we were all in agreement the presentation you gave was so informative and the tour interesting and our members are still talking to others about it!

*Robert Colwill,
 Ararat Baptist Church Men's Group*

Looking after our communities
Trident Park Energy Recovery Facility



Project Green Community Fund

The Viridor & Prosiect Gwyrdd Community Fund provides financial support to community initiatives that operate in the Local Authority regions that make up Prosiect Gwyrdd (Project Green).

£50,000 is made available each year, from April 2016, for 25 years. This represents the term of the Prosiect Gwyrdd contract for Viridor to handle the treatment of its non-recyclable waste at the ERF. Funding of projects is awarded on a set of criteria based around sustainability, local need, community involvement, value for money and education.

A panel meets quarterly to review eligible applications and together makes the final decision on how monies from the fund are to be distributed. The day-to-day administration of the fund is handled by Viridor. How the funds have been distributed will be reviewed by Viridor's Governance Committee on an annual basis. In FY23, a total of 24 applications were awarded, with funding totalling over £61,000 (with some budget carried over from FY22).



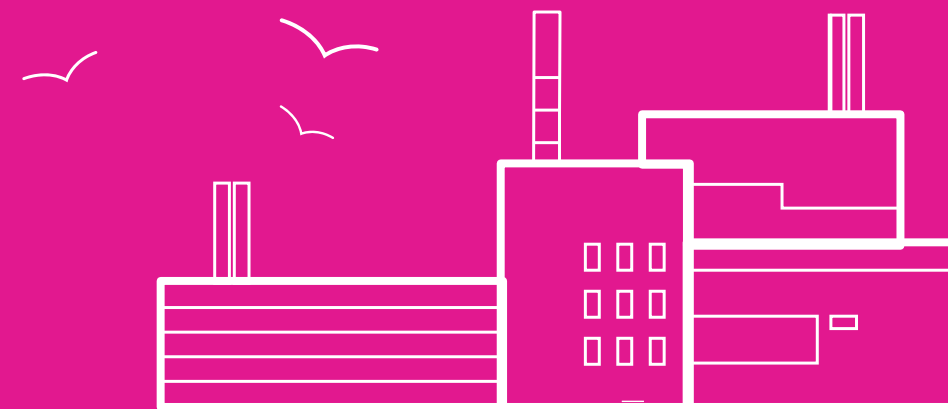
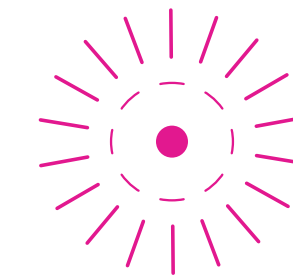
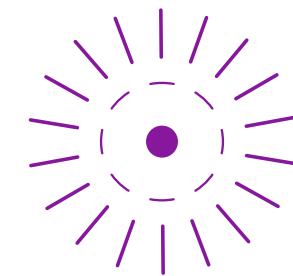
Looking after the environment

Viridor's greatest opportunity for transformational impact is in the environment. The heart of what we do, is to ensure environmental protection—through driving up recycling and ensuring safe disposal of unrecycled waste. We are committed to doing everything in our power to achieve net zero and net negative emissions commitments. Our ambitious five-step decarbonisation roadmap sets out how we will achieve our net zero carbon emissions across our operations by 2040. And, by 2045, we aim to remove more human related carbon emissions than our operations produce, helping the UK hit its net zero goals.

Looking after the environment

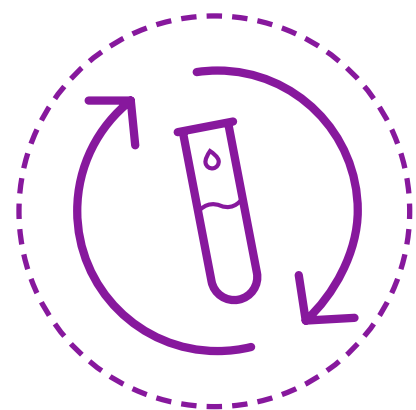
Year in highlights

Investment in chemical recycling: In February 2023, we announced a formal offer to acquire Quantafuel, for c. £90m and provided additional capital to support Quantafuel's current development projects. Quantafuel's plastics to liquids process converts waste plastics into pyroil, comparable to products normally derived and refined from virgin fossil fuels. This material can be used in the chemicals industry for the production of new plastics. The proposed acquisition reflects Viridor's ambition to lead innovation in the plastics recycling sector and deliver a route to achieve full circularity in all four major plastics by 2025.

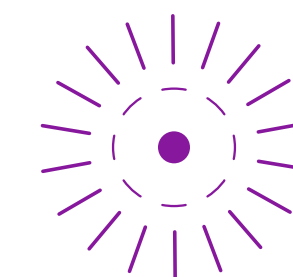


Noxie campaign launched: Viridor launched a public information campaign across four south London boroughs to raise awareness of nitrous oxide canisters and their impact on local waste management. Viridor's 'Leave it Out' campaign, featuring 'Noxie' the naughty nitrous oxide canister, aims to help educate residents in south London about the importance of disposing of these canisters in a safe and sustainable way.

Full scope 3 emissions assessment completed: A full assessment of Viridor's scope 3 emissions inventory for FY22 (excl. Landfill) was completed—establishing that, scope 3 emissions form 18.81% of Viridor's overall carbon footprint. All scope 3 data was externally verified by LUCIDEON.



Runcorn carbon capture project progressing: In March 2023, the UK Government announced that Runcorn Energy Recovery Facility's CCS project had been shortlisted for the final stage of its industrial carbon capture (ICC) sequencing process. The proposed plant, with the capacity to capture c. 1m tonnes of CO₂ per annum, will be one of the first and largest carbon capture projects on an EfW facility in the world—and the only operational EfW plant in the UK CCS competition.



Looking after the environment

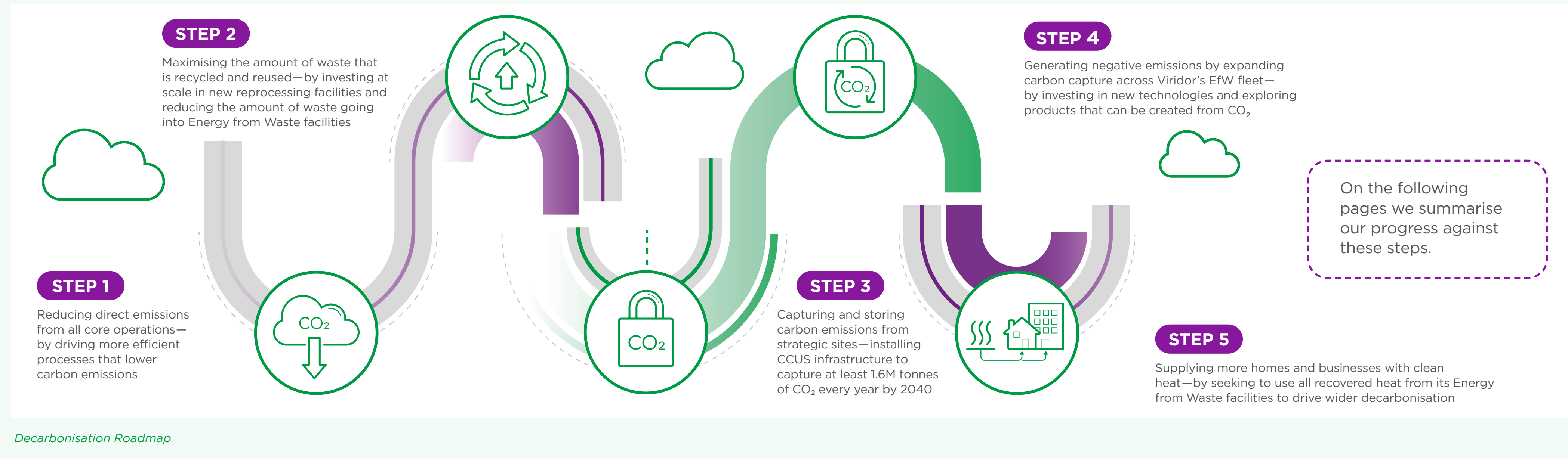
Climate action: A year of progress

In FY22, we announced our ambitious **five-step decarbonisation roadmap** to deliver net zero carbon emissions across our operations by 2040. By 2045, we aim to remove more human related (anthropogenic) carbon emissions than our operations produce, helping the UK meet its net zero goals. While the scale of the challenge is significant, the ultimate prize will be transformational.

Tackling the climate crisis requires bold action, and this pledge underlines Viridor's ambition to drive the UK waste sector on its path to decarbonisation. We are committed to doing everything in our power to achieve net zero and net negative emissions.

Kevin Bradshaw, CEO at Viridor

To achieve this, we are committed to the steps below:



Step 1: Reduce direct emissions from all of our core operations

Viridor is committed to the ISO 50001:2018 Energy Management Standard, ensuring continual energy efficiency improvements and thereby reduction in carbon emissions across all our operations.
















Viridor has dramatically changed since 2018 when we set out ISO 50001 energy management objectives. From over 300 sites, we have transformed into a business with a core focus on energy recovery and plastic recycling, across 23 sites.

As FY23 was the first full year to follow the business strategic review, we had to reshape how we managed the ISO 50001 effectively to ensure continual improvement and to maximise the energy efficiency targets we set for ourselves.

We have appointed a new internal auditor to drive compliance and will set new energy consumption and efficiency targets that better align with our new structure. These targets will be published in our FY24 ESG report.

While ISO 50001 is the driving force behind energy efficiency management at Viridor, we consistently link energy use with associated carbon emissions. This is the cornerstone of our on-site decarbonisation efforts.

Our site teams delivered a number of energy efficiency improvement projects over the course of FY23, three examples are presented in the table below.

		Lighting replacement			Lighting replacement			Compressed air survey
		The site team, replaced the tipping hall, IBA hall and waste bunker high bay lighting with LED lighting (motion detector controls were installed in tipping and IBA halls).			The site team replaced the waste bunker and tipping hall lighting with LED lighting.			A compressed air efficiency and leak detection survey identified a total of 26 leaks that have been subsequently fixed.
		Saving 271,800 kWh			Saving 86,500 kWh			Saving 66,200 kWh
		Avoiding 52,700 kgCO ₂ e			Avoiding 16,700 kgCO ₂ e			Avoiding 12,800 kgCO ₂ e
Trident Park ERF			Peterborough ERF			Avonmouth RRC		

Looking after the environment

Climate action: A year of progress

Step 2: Maximise the amount of waste that is recycled

In December 2021, we published our plan to lead the way in plastics recycling — *'Closing the Loop: Viridor's roadmap to a truly circular plastics economy'*.

In this plan, we identified five key commitments that Viridor will make to help create a more circular plastics economy.

These were:

1. End plastic waste export
2. Drive an infrastructure market for recycling
3. Expand operations to hard-to-recycle materials
4. Extract plastics from general waste and drive novel reprocessing techniques
5. Drive innovation and regulatory improvement to achieve complete plastic circularity

Building on these commitments, we are targeting reprocessing for all four major forms of plastics, working with industry and government to achieve fully circular recycling for polyethylene terephthalate (PET), high- and low-density polyethylene (HDPE and LDPE), and polypropylene (PP) by 2025.

Ending plastics export and driving infrastructure investment for recycling

In June 2022, Anthesis, a global sustainability activator, published *research* commissioned by Viridor which focused on the opportunity that ending plastics export represents for the UK. The research revealed the amount of plastic packaging ending up in household recycling bins is set to increase by 45% by 2035. The UK already lacks sufficient recycling infrastructure and exports 0.5Mt of waste plastic for recycling every year. Without additional investment, this infrastructure gap will increase to 1Mt per year for sorting and 0.645Mt per year for reprocessing plastic by 2035—increasing exports of waste plastic and losing valuable material from the UK economy.

The research found that fully recycling all this material back to raw materials in the UK represents a £1 billion investment opportunity to build new plastics sorting and reprocessing facilities. This could deliver an extra 46 industrial facilities across all regions of the UK, create 1,100 permanent, skilled green jobs and a further 975 in the supply chain—and deliver economic benefits of over £3 billion across 25 years.

All regions of the UK would benefit from investment, through new jobs and economic growth, and this would support the Government's Levelling Up agenda. In particular, the North West would benefit the most, with an opportunity for £400m of investment across 15 facilities, creating 420 jobs and delivering local economic benefits of £1 billion across 25 years.

Viridor used this research to engage across the UK government to highlight the opportunity for UK recycling infrastructure investment. As recycling reforms are developed, Viridor continues to make the case to ensure that those reforms create an environment that encourages investment in domestic recycling infrastructure.

In November 2022, the Environment Food and Rural Affairs (EFRA) Select Committee published its findings on an enquiry into plastic waste. *'The price of plastic: ending the toll of plastic waste'* was published just a year after Viridor called for a routine ban on plastic waste export, with Viridor giving evidence at the committee hearing in March 2022 alongside Greenpeace and the Environmental Services Association (ESA).

Every week householders put out their recycling and rightly expect for it to be dealt with in the UK. Britain currently exports about half the plastic collected for recycling—and investment and jobs go overseas. Investment in domestic recycling infrastructure is essential to ensure that a ban on exports, delivers both jobs and environmental improvement.

*Dr. Tim Rotheray,
ESG and External Affairs Director at Viridor*

Looking after the environment

Climate action: A year of progress

Expand operations to hard-to-recycle materials and drive novel reprocessing techniques

In FY22, Viridor made a firm commitment to drive circularity across four major plastics (HDPE, LDPE, PP, PET)¹³ by 2025, and in recent years we've spent considerable time assessing the potential addition of advanced chemical recycling to our existing mechanical polymer recycling activity.

In FY23, we made a decision to channel significant investment to accelerate advanced chemical recycling and circularity of plastics and polymers.

Demand for polymer and plastics in Europe and globally is c. 60mtpa and c. 400mtpa respectively, and it is expected that this volume will continue to grow. About 12% of global plastic demand is derived from recycling with the remainder from virgin fossil fuels.

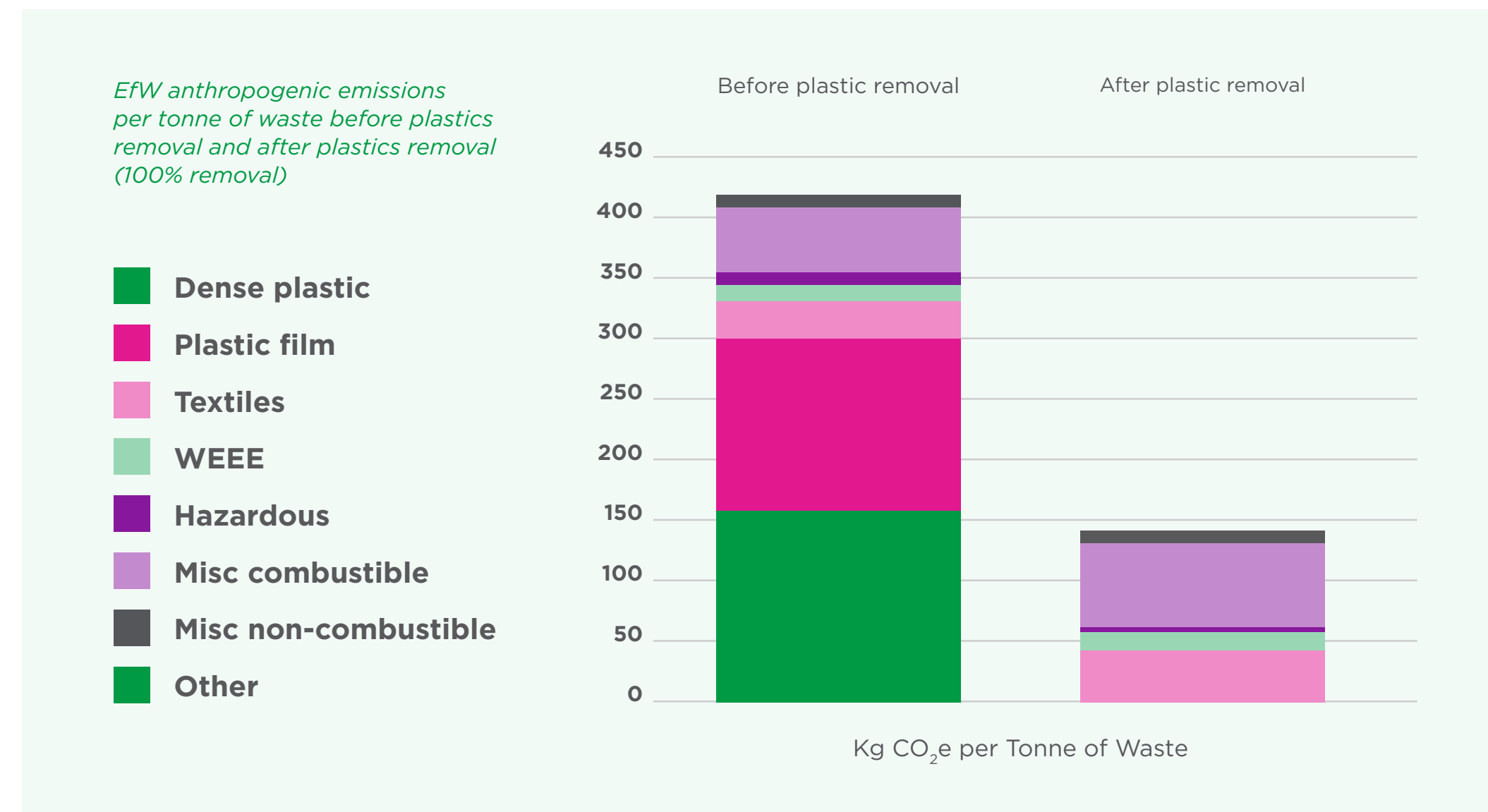
Polymer and plastics packaging have a valid role in consumer society, due to the specific properties that ultimately preserve and protect the product, be that food or otherwise. They also mitigate waste or damage and allow for longer storage periods helping reduce transportation volumes and costs. Rigid polymer packaging can also be repeatedly recycled, demonstrating the potential for circularity.

Films and flexible packaging have been recognised as hard-to-recycle, and often lead to down-cycling of the material into an inferior product. The use of inks and other materials e.g. aluminium laminates also makes this a more challenging feedstock material to address.

In the absence of economically viable opportunities for circular mechanical recycling, many have advocated for a reduction in use or substitution of these films. However this comes with risk with respect to; the ability to recycle the substitute product; or through increased food wastage, cost and transport in the supermarket industry.

With the advent of improved chemical recycling, technologies now exist, including established industrial proven processes known as pyrolysis, which are capable of recycling these film materials and producing a pyroil product, an alternative to virgin feedstocks. This solution has a ripple through effect in mitigating the extraction of fossil fuels, and reducing carbon emissions associated with that process, but also avoiding the emissions from combustion in energy from waste (see opposite).

Viridor is actively managing its own feedstock material at its EfW facilities to reduce its carbon emissions, and has the potential to utilise some of the polymer content in chemical recycling processes, creating a strong synergy between our Energy and Polymers businesses.



Looking after the environment

Climate action: A year of progress

Polyethylene and polypropylene consumer packaging (HDPE, LDPE and PP) are produced from ethylene and propylene monomers, which in turn, are produced from naphtha, derived from steam crackers and Fluid Catalytic Crackers (FCCs)—a refinery unit that converts heavy oil into valuable lighter products like gasoline using a catalyst). Today, this naphtha is primarily derived from virgin fossil fuels. European demand for naphtha is in the region of 60Mtpa.

Pyrolysis is a process of thermal degradation of feedstock material in the absence of oxygen. In application to flexible plastics, particularly polyolefins (PE and PP), in essence this process produces a synthesis gas which is then condensed and distilled into different fractions of pyrolysis oils (light, medium and heavy).

Quantafuel is one of the leading innovators and technology providers in this field, and has been testing, refining and producing material pyrolysis oil at its commercial scale Plastics-to-Liquids (PtL) facility at Skive in Denmark. This facility has the capacity to convert up to 20ktpa of plastics into pyrolysis oil.

Furthermore, Quantafuel's founding shareholders and management team made a clear commitment to ensuring that their pyrolysis oil products are used for circularity purposes, and not diverted for use in fuels.

Quantafuel estimates that c. 50-75% of the pyrolysis oil could be a light fraction for use in naphtha crackers, with the remainder being a mid-heavy fraction which could be used in pre-cursors for

other industrial and chemical applications. The process produces a small amount of non-condensable gas, which is utilised for energy recovery and auxiliary power consumption or heat recovery for feedstock preparation and, char material which has potential application in the aggregates re-use industry.

Viridor spent a significant amount of time with Quantafuel management, visiting their facilities and team and we were impressed by the progress and technological expertise in the organisation. When presented with the opportunity to invest and acquire the business, we recognised the significant step towards circularity that Quantafuel could bring to the Viridor Polymers business.

Viridor was pleased to conclude an investment in May 2023 leading it to becoming the majority shareholder and taking control of the business. We are now working closely with the Quantafuel team to further invest and optimise their process and are continuing to develop opportunities for investment in facilities on an international basis. More details will be shared in our FY24 ESG report.

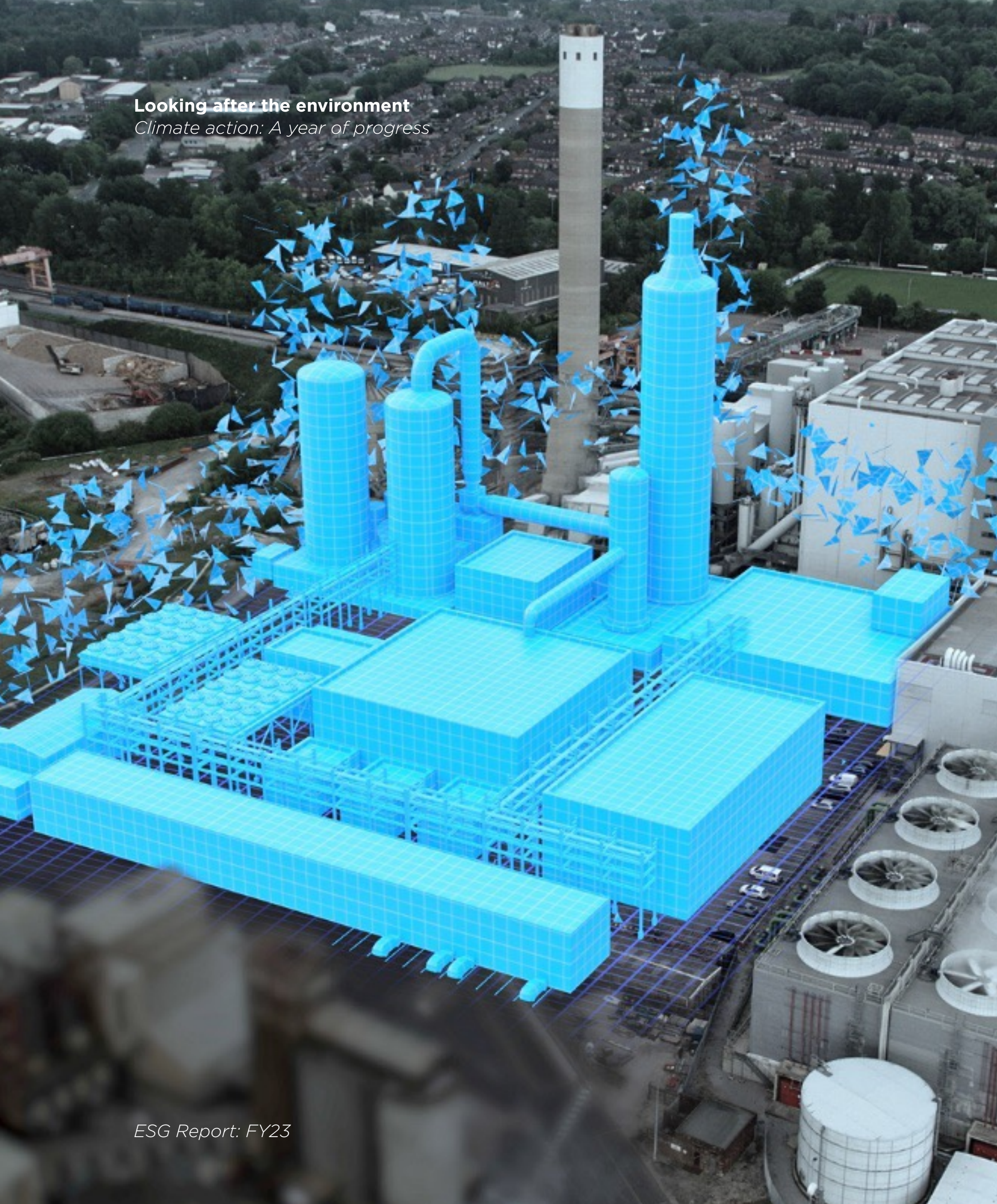
Relative to the demand for naphtha, the potential to scale Quantafuel's PtL technology and invest and build new facilities globally is evidently substantial, and Viridor is committed to accelerating the growth and adoption of PtL, providing a circular technological solution to address the hard-to-recycle but valuable and beneficial consumer film products that we all use in our day-to-day life.



We are delighted that Viridor has become a majority stakeholder in Quantafuel. This acquisition is an important step on Viridor's growth journey to build a truly circular plastics economy. We see the opportunity for many exciting future developments and together we will help build a world where nothing goes to waste.

Kevin Bradshaw, CEO at Viridor

Looking after the environment
Climate action: A year of progress



Steps 3 & 4: Capture and store carbon emissions from our strategic sites and generate negative emissions



In Autumn 2021, the then Department for Business, Energy and Industrial Strategy (BEIS) announced plans to include energy from waste as part of the Industrial Carbon Capture policy and also confirmed support for the North West decarbonisation cluster called HyNet to kick start the development of carbon capture.

Runcorn ERF, Viridor's largest source of CO₂ emissions and a supplier of power and industrial heat, joined the HyNet coalition and jointly engaged with the UK Government to encourage the development of the HyNet cluster, to enable Viridor to continue its decarbonisation programme.

FY22 marked a significant development of Runcorn's carbon capture and storage (CCS) project. In August 2022, the UK Government announced that the project had been shortlisted for the next stage in its industrial carbon capture (ICC) sequencing process. This was followed by an announcement in March 2023, confirming that Viridor had been shortlisted for the final stage of the process.

Developing CCS at Runcorn will kick start a world leading carbon capture industry right here in the UK. The project alone will capture c. 1m tonnes of CO₂ each year. Half of the captured CO₂ will be from biogenic sources, effectively removing 450,000 tonnes from the atmosphere annually and driving the development of a critical source of negative carbon emissions.

Looking after the environment

Climate action: A year of progress

Runcorn CCS will provide stable baseload supply to the HyNet industrial carbon capture cluster in the North West. This reliability of supply is critical to underpinning investment in CCS infrastructure; an essential route to ensuring the UK achieves its 2050 net zero commitment.

Not only is carbon capture on EfW pivotal to decarbonising the waste sector, it will also help accelerate the development of industrial carbon capture and investment opportunities across the UK. The Runcorn CCS project can be used as a benchmark, paving the way for the rest of the UK's fleet of over 50 EfW facilities to invest in this essential technological advancement.

Research by Eunomia, published in 2021, found that carbon capture investment at EfWs across the UK could be as much as 15% lower cost than the other industrial alternatives and would offer substantial investment and employment opportunities. The Runcorn CCS project alone will create net additional impact to the UK economy of 1,300 person-years of employment across design and construction, and c. 60 high permanent jobs in operation and maintenance. The potential for CCS at Runcorn and more widely across the economy, requires the stable and consistent policy landscape to effectively unlock the major investment and skilled green jobs across the UK. Getting the policy right will be at the heart of moving Runcorn and the wider sector forward at pace.



The UK becoming a world leader in industrial carbon capture is essential to unlocking the jobs, growth and investment the economy needs to deliver net zero benefits for communities across the UK. The resources sector has untapped potential and Viridor is ambitious to invest in driving a net zero waste and resources economy.



We are delighted that Viridor's Runcorn CCS project has been shortlisted by the UK Government. All credible analysis shows CCS to be essential to achieve the UK's net zero commitments. Carbon capture on Energy Recovery Facilities is critical if we are to decarbonise the waste sector. Viridor is proud to be working with government leaders to lead the way. We look forward to engaging with the Government to ensure that the UK becomes a world leader in industrial carbon capture.

Kevin Bradshaw, CEO at Viridor

Step 5: Supply more homes and businesses with clean heat

Decarbonising heat is one of the most challenging aspects of the domestic energy decarbonisation agenda, and we want our waste heat to be used to full effect. We successfully continue to supply heat from our Runcorn EfW facility for industrial use—last year supplying just over 470 GWh.



The P2 reprocess up to 80,000 tonnes of plastic every year—more than 1.6 billion bottles, tubs, and trays—creating recycled raw material to return to the economy and saving 126,000 tonnes of CO₂e emissions per year—the equivalent of taking over 67,000 cars off the road.

Within the P2 plant, prior to being recycled, plastics are pre-washed with hot water, and a considerable amount of heat is consumed. The hot water, which requires constant heating to 110°C, is currently supplied via diesel fired boilers.

To reduce the CO₂ impact of the diesel boiler, the combined heat and power (CHP) project (see below) will pipe low pressure steam from the EfW plant to a heat exchanger located within the utilities building at P2. Cold water from the P2 wash plant will then be heated within the heat exchanger and returned to the polymers plant for use in the plastic recycling process. This process will convert the diesel boilers into standby units and drive down the emissions of our recycling operations.

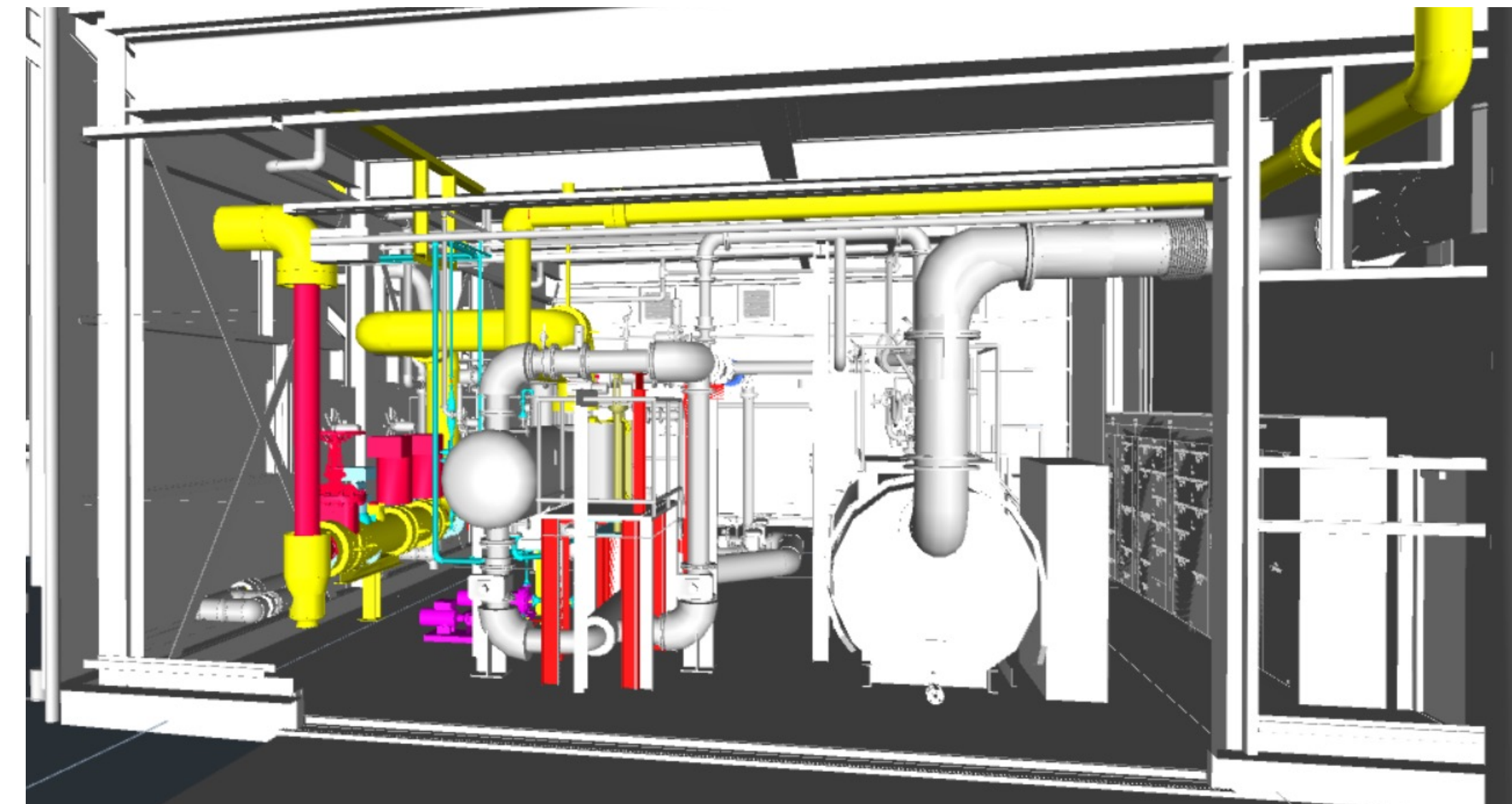
Navisworks 3D model of the P2 utilities building. The equipment to the left-hand side is to be added as part of the CHP Project. The equipment on the right is already in place.

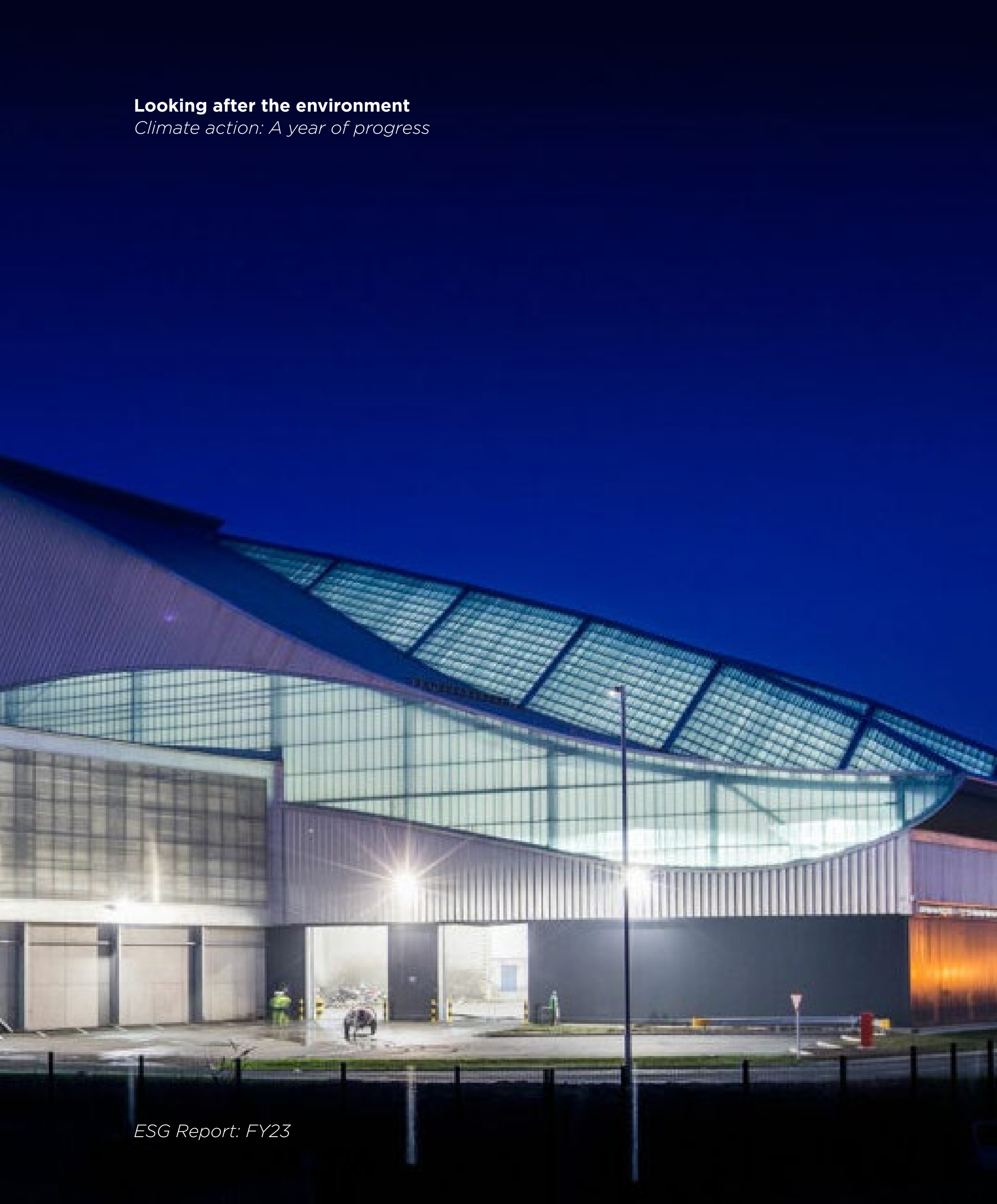


Avonmouth Resource Recovery Centre

Avonmouth Resource Recovery Centre comprises an ERF and Polymers reprocessing facility, known as P2. P2 receives its electricity from the neighbouring ERF where up to 320,000 tonnes of non-recyclable waste are processed annually, generating over 300 GWh of electricity per year, enough to power 84,000 homes.

The ERF uses approximately 25 GWh per year of the available energy and provides the P2 with approximately 70 GWh to 105 GWh, depending on its processing requirements, which leaves 177 GWh to 212 GWh available to supply to the National Grid network.





Trident Park Energy Recovery Facility

The Trident Park ERF, located in Cardiff, handles around 425,000 tonnes of non-recyclable waste per year. It diverts at least 95% of South Wales' residual waste away from landfill and generates 250GWh of electricity for the National Grid. That is enough to power around 68,448 households.

Operations commenced in 2014, and while the EfW was built as combined heat and power (CHP) ready, it is currently configured for electrical export only.

As part of an agreement with Cardiff City Council, Viridor is currently upgrading the facility to enable the supply of up to 15.75 MW of heat to the Cardiff Heat Network (CHN), which is wholly owned by Cardiff City Council (CCC).

Low pressure steam will be taken from an existing turbine valve. The steam will then be piped to a new heat exchanger system located

in a new district heating building to the south of the turbine hall. Water from the Cardiff Heat Network energy centre will be heated within the heat exchanger and distributed to the rest of the network.

The CHN pipework is currently being installed and will supply national and local government buildings, such as the Senedd (Welsh Parliament), with further scope for new consumers to be connected in the future.

We continue to explore heat network opportunities into which our EfWs can supply, and we are keen to do more. Heat networks in towns and cities can be an effective option for clean heat supply. With a reliable supply of baseload clean heat, Viridor will be a catalyst for decarbonising our communities.

Looking after the environment

Climate action: Carbon performance

Climate action: Carbon performance

For greenhouse gas (GHG) reporting purposes, we compared FY23 performance against the previous financial year. Due to the divestment of our Landfill business on 31st March 2022, we are presenting total figures (incl. Landfill) for FY22 as well as adjusted numbers excluding Landfill for accurate performance comparison.

Operational scope 1 GHG emissions for Viridor decreased by 22% from FY22 due to the Landfill business divestment (Table 1).

Adjusted FY22 data presents a more accurate comparison, showing that Viridor's scope 1 emissions increased by 1% in FY23. The 1% increase was related to Avonmouth ERF ramping up during FY22, achieving full year continuous operation in FY23. The operation at Avonmouth is diverting up to 320,000 tonnes of waste from landfill helping to drive down sector emissions and this is not captured in carbon accounting.

Table 1: GHG performance

Corporate (Viridor Ltd)	FY23	FY22	YOY % variance
Scope 1 (tCO ₂ e) total	1,485,662	1,914,397	-22%
Scope 1 (tCO ₂ e) excl. Landfill	1,485,662	1,472,360	1%
Scope 2 (tCO ₂ e)	4,354	7,598	-43%
Scope 2 (tCO ₂ e) excl. Landfill	4,354	6,234	-30%
Total gross scope 1 & scope 2 emissions (tCO ₂ e) total	1,490,016	1,921,995	-22%
Total gross scope 1 & scope 2 emissions (tCO ₂ e) excl. Landfill	1,490,016	1,479,958	1%
Carbon intensity measure: tCO ₂ e (gross scope 1+2/£100k revenue)	220.3	245.7	-10%
Scope 3 (tCO ₂ e)	8,992	11,258	-20%
Total gross scope 1, scope 2 & scope 3 emissions (tCO ₂ e) total	1,499,009	1,933,253	-22%
Total gross scope 1, scope 2 & scope 3 emissions (tCO ₂ e) excl. Landfill	1,499,009	1,491,215	1%
Biogenic emissions outside of scope (tCO ₂ e) total	1,585,970	1,983,867	-20%
Biogenic emissions outside of scope (tCO ₂ e) excl. Landfill	1,585,970	1,581,345	0.3%

Viridor's scope 2 GHG emissions decreased by 30% in FY23. This is due to a drop in electricity consumption across the majority of the facilities, especially due to the optimisation and increasing reliance on self-generated power supply at Peterborough ERF, GRREC and Runcorn 1 ERF.

The intensity metric has decreased from 245.7 to 220.3 tCO₂e/£100,000 turnover.

Our ten EfW operations represented 98% of the company's total scope 1 and 2 emissions profile (1.47 MtCO₂e) in FY23 with emissions per tonne of waste processed decreasing by 4.4% to 0.43 (Table 2).

Table 2: EfW GHG performance

EfW	FY23	FY22
Scope 1 (tCO ₂ e)	1,466,351	1,448,831
Scope 2 (tCO ₂ e)	2,112	2,928
Total gross Scope 1 & Scope 2 emissions (tCO ₂ e)	1,468,463	1,451,759
Total waste processed (t)	3,349,203	3,201,771
Carbon intensity measure: tCO ₂ e/t (gross scope 1+2/tonnes of waste processed)	0.43	0.45

Our regularly reported scope 3 emissions inventory includes business travel, rail freight and well-to-tank emissions categories (with direct fuel combustion being addressed under scope 1).

Scope 3 emissions reduced by 20% and was attributed to the electricity consumption decrease—hence the reduction in transmission and distribution emissions too.

In FY23 we also completed a full assessment of Viridor’s scope 3 emissions inventory for FY22 (excl. Landfill business). We established that scope 3 emissions form 18.81% of the overall Viridor carbon footprint. All scope 3 data were externally verified by LUCIDEON.

Our approach follows the UK Government’s Environmental Reporting Guidelines: including streamlined energy and carbon reporting guidance and the Greenhouse Gas Protocol Corporate Standard.

The FY23 GHG data has been independently assured by LUCIDEON. The assumptions, methods and procedures that are followed in the development of the reported data have been tested and the data audited for accuracy and consistency. LUCIDEON’s statement can be found on the Viridor [website](#).

Scope 3 emissions inventory

Sources of scope 3 emissions	Evaluation Status	tCO ₂ e	% of scope 1,2 & 3 emissions
Category 01 - Purchases Goods and Services	Relevant, calculated	102,384.10	4.33%
Category 02 - Capital Goods	Relevant, calculated	39,937.34	1.69%
Category 03 - Fuel and Energy	Relevant, calculated	9,954.29	0.42%
Category 04 - Upstream Transportation and Distribution	Relevant, calculated	90,015.44	3.80%
Category 05 - Waste Generated in Operations	Relevant, calculated	71,261.81	3.01%
Category 06 - Business Travel	Relevant, calculated	661.18	0.03%
Category 07 - Employee Commute	Relevant, calculated	2,567.74	0.11%
Category 08 - Upstream Leased Assets	Not relevant		
Category 09 - Downstream Transportation and Distribution	Relevant, calculated	5,405.51	0.23%
Category 10 - Processing of Sold Products	Relevant, calculated	80,952.91	3.42%
Category 11 - Use of Sold Products	Not relevant		
Category 12 - End of Life Treatment of Sold Products	Relevant, calculated	42,106.71	1.78%
Category 13 - Downstream Leased Assets	Not relevant		
Category 14 - Franchises	Not relevant		
Category 15 - Investments	Not relevant		
TOTAL		445,247.04	18.81%

Environmental compliance¹⁴ continues to be a critical element of our ESG performance.

We deliver a high level of environmental performance through pro-actively managing our activities, avoiding significant incidents, ensuring our environmental monitoring requirements are met, and delivering successfully on our regulatory reporting obligations. This year saw marked improvements on key indicators with no Compliance Classification Scheme Category 1 or 2 (higher environmental impact) incidents.

All permitted sites are rated on an A-F scale with A being perfect performance. All our sites achieved A-C status in FY23, meeting the target we set for ourselves.

Annual regulatory compliance

	CY22	CY22 target	CY21
Category 1 and 2 Incidents	0	0	2
Sites in Band D (and below)	0	0	2

Noxie: raising awareness of the dangers of laughing gas canisters

In Autumn 2022, we launched a public information campaign across four south London boroughs to raise awareness of nitrous oxide canisters and their impact on local waste management.

Over a significant period of time, thousands of ‘creamer canisters’ have arrived at our EfWs mixed in with household waste. Many are intercepted, but any canisters that do go through the waste treatment process can explode potentially causing; minor damage, risks to the safety of staff, and increased maintenance when they rupture under the heat and pressure.

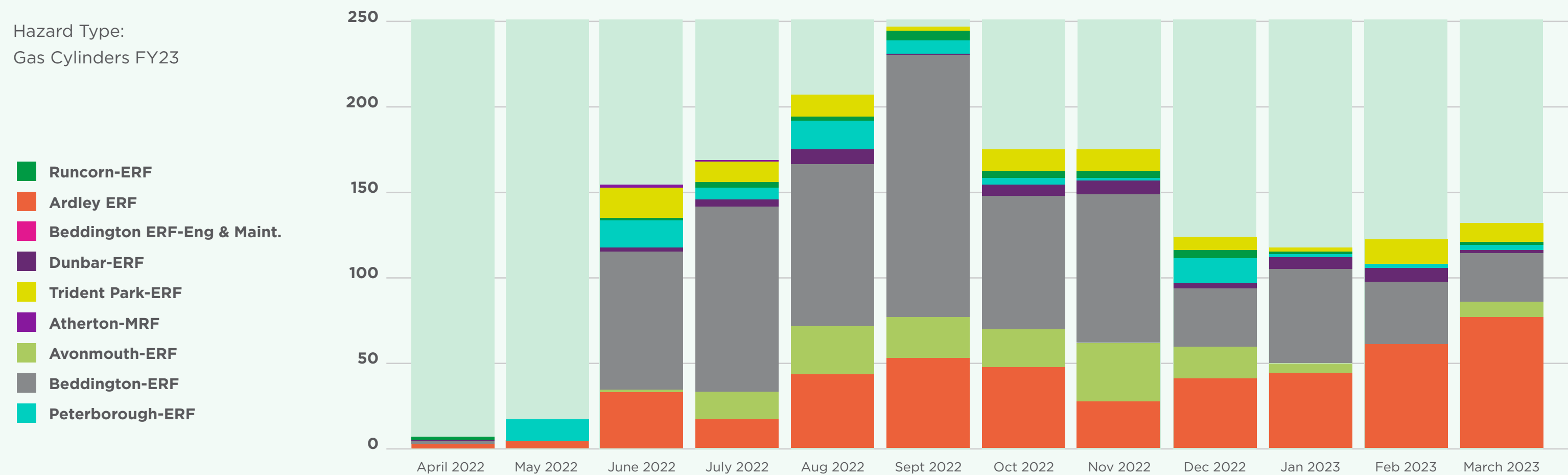
Also, in an explosion, all the oxygen within the surrounding air is combusted. This low oxygen environment leads to partial combustion and the creation of carbon monoxide (CO). This can lead to very small but reportable emissions breaches.

Intended for use in the catering industry, nitrous oxide (commonly known as laughing gas) is now increasingly being used as a ‘legal high’. Until recently these tended to be small single-use canisters, which could pass through the ERF without incident. During 2022 however, a higher incidence of much larger canisters,

approximately the size of a 2-litre water bottle, has occurred. It is these larger canisters that are causing operational challenges for the ERF.

Viridor’s ‘Leave it Out’ campaign, featuring ‘Noxie’ the naughty nitrous oxide canister, aims to help educate residents in south London and beyond about the importance of disposing of these canisters in a safe and sustainable way. The campaign was supported by the four South London Waste Partnership (SLWP) boroughs (Croydon, Kingston, Merton and Sutton) and was rolled out across parks, at tram stations, newspapers and online.

Hazard Type:
Gas Cylinders FY23



Looking after the environment

Environmental compliance

Gas canister roundtable

Our Director of ESG and External Affairs, Dr Tim Rotheray, and Contract Manager Matt Webster, joined a roundtable chaired by the MP for our Beddington ERF, Elliot Colburn, to discuss and debate the challenges that unwanted nitrous oxide canisters pose to the Beddington ERF and the UK's waste management sector more widely.

With the UK Government announcing an intended ban on the sale of these canisters for recreational use, Viridor brought together the South London Waste Partnership, the UK's substance abuse charity Re-Solv, and the British Compressed Gases Association to discuss the challenges these substances pose to society and also the issues the packaging can cause in the recycling and waste sector.

The group was in clear agreement that online access to these products should be restricted to legitimate users and will be progressing further engagement with the UK Government to share the collective insight from within the industry to make the streets and sector safer.

Alongside Viridor's 'Leave it Out' campaign, the Beddington ERF is trialling AI cameras to identify and isolate more canisters that are coming into our facility, along with working with our customers and partners to raise awareness to isolate any canisters before they are sent to the Beddington ERF.



We are deeply concerned by the rapid increase in the sale of these larger 600g nitrous oxide canisters and their impact on waste treatment facilities. Nitrous oxide has become the second most used substance among 16-24 year olds, and we must come together to ensure that these canisters are not accessible to those in our communities that want to use this substance recreationally. The BCGA welcomes this campaign launch in South London. We are keen to work with partners, including those in the waste management sector, to raise awareness of the issue and work towards an effective solution.

*Ellen Daniels,
Chief Executive of the British Compressed Gases Association*

Our year ahead

If the past year was focussed on delivering a first full ESG strategy and verification of our ESG report, the coming year will focus on progressing against our ambitions: decarbonising our processes, building a more diverse workforce and above all driving a safe environment for all who come to our sites. This is where ambition meets reality.

Our year ahead

The acquisition of Quantafuel, which started at the end of FY23, was completed in early FY24.

One of the central commitments of our circular economy ambition was to create a route to circularity across the four major plastics (HDPE, LDPE, PP, PET). The Quantafuel acquisition offers the potential to realise that ambition. Quantafuel technology can enable full plastics circularity and the achievement of food contact plastic quality across all four major packaging plastics.

The technology needs development and refinement and this will be an essential focus for the business. In bringing this circular economy technology to fruition, the development of chemical recycling will also provide a route for faster decarbonisation of general waste. The impact of long-awaited recycling reforms, combined with technologies to extract plastics from EfW, are key areas to drive business decarbonisation but also wider displacement of fossil extraction for new virgin plastics. Carbon accounting will be a key challenge as plastic extraction and treatment will increase emissions for the polymers activity while decreasing EfW scope 1 emissions.

The acquisition of Quantafuel into the Viridor polymers business will also require a review and refresh of Viridor's circular economy ambition. Exploring how we can build and integrate chemical and mechanical recycling and our ambition outside of the UK borders as well as the route to a net zero emissions polymers business will be essential.

Following the passage to the third stage of the Government's CCS competition, the Energy Recovery Fleet is closer to delivering material meaningful emissions reductions through carbon capture. The potential for millions of pounds of investment to develop the project into a fully designed and permitted opportunity will be determined. A project critical to the Government's ambitions to deliver its net zero emissions target, and a vital element towards our 2040 net zero goal. To support this, a programme of rolling out accurate fossil carbon content monitoring at our EfW facilities will take place to ensure we have better quality data and can track the effect of decarbonisation ambition. To improve our accuracy of fossil carbon measurement in our ERFs, we will start the roll out of radioisotope carbon 14 analysis across our fleet.

The delivery of progress will, as ever, sit on the foundation of our people. The safety award from RoSPA and our designation as a 'Great Place to Work' have set a high bar. Moving forwards, bringing our overall All Injuries Frequency Rate down and seeing the results in a culture change through our HomeSafe refresh will both be critical.

The context of the coming year is key. The ongoing war in Ukraine, stubbornly high inflation and a sluggish economy mean that the challenges of every day can eclipse critical long-term strategic issues. However, maintaining a course to deliver on our ESG strategy, while being aware and responsive to the challenges faced by our people is, and will remain, an essential focus.

It is at times of urgent and immediate challenge when our commitment is tested and our resolve most pressed. The next year will be an opportunity to show our continued commitment and resolve as we work to build a world where nothing goes to waste.



ESG metrics

All our FY23 ESG metrics were externally verified by LUCIDEON. The assumptions, methods and procedures that are followed in the development of the reported data have been tested and the data audited for accuracy and consistency. Verification statement is available [here](#).

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Business financial performance	Group EBITDA (from continuing Ops).	Earnings before interest, tax, depreciation and amortisation. VL.	£m	238.3 (274.1 underlying).	222.0 (224.0 underlying) Restated 236.5 (238.5 underlying)	The increase of Group EBITDA was ahead of expectations with improvements in the operational and commercial performance of the ERFs, and positive macroeconomic tailwinds, in particular in relation to unhedged electricity revenues left open as part of Viridor's electricity hedging and risk management policy.
Business financial performance	Energy EBITDA (from continuing Ops, Energy)	Earnings before interest, tax, depreciation and amortisation. Energy business.	£m	353.7	220.2	The increase in EBITDA was driven by improvements in the operational and commercial performance of the ERFs and positive macroeconomic conditions.
Business financial performance	Cashflow from Operations (Energy)	The amount of cash a company generates (or consumes) from carrying out its operating activities over a period of time. Energy business.	£m	208.4	203	The increase in net cashflow from operating activities was driven by improvements in the operational and commercial performance of the ERFs and positive macroeconomic conditions.
Business financial performance	Gearing (Group)	Gearing shows the extent to which a firm's operations are funded by lenders versus shareholders—in other words, it measures a company's financial leverage.	%	2.2	2.3 Restated 2.2	No material change year on year.
Governance	Boards and committees	Governing bodies and their focus and objectives.	NA	ESG Board committee goals for FY23: Environmental: Minimising Viridor's impact on the environment. Social: Support positive social change, embedding and measuring our ESG impact, purpose, vision and values. Governance: Quality of processes—transparency, accountability, independence—for decision making, reporting and ethical behaviour.	ESG Board committee refreshed and redefined goals for FY22: Environmental: Minimising Viridor's impact on the environment. Social: How Viridor supports positive social change, embedding and measuring our ESG impact, purpose, vision and values. Governance: Quality of processes—transparency, accountability, independence—for decision making, reporting and ethical behaviour.	
Governance	Independent Board Members	Non-executive Directors in place—their roles and objectives.	NA	Paul Davies (ESG), ESG Board committee Chair. Shaun Davis (H&S), ESG Board committee Non-executive Director. Johannes Tynessen.	Paul Davies (ESG), ESG Board committee Chair. Shaun Davis (H&S), ESG Board committee Non-executive Director.	Non-executive Directors attend the quarterly ESG Board committee.
Governance	ESG strategy	Environmental, Social and Governance strategy of the business.	Link	ESG strategy published in July 2022: https://prod-cms.viridor.co.uk/media/fyxbwb4m/viridor-esg-strategy-document.pdf	Decarbonisation Roadmap published in May 2021: https://prod-cms.viridor.co.uk/media/hfucclum/decarbonisation-ambition.pdf Circular Economy Roadmap published in December 2021: https://prod-cms.viridor.co.uk/media/oetefmsm/circularity-ambition.pdf	
Governance	Code of conduct	Set of rules outlining the norms, rules, and responsibilities or proper practices of the business.	Link	Code of Conduct https://prod-cms.viridor.co.uk/media/ij0eyn5g/code-of-conduct.pdf	Code of Conduct https://prod-cms.viridor.co.uk/media/ij0eyn5g/code-of-conduct.pdf	Viridor upholds the highest standards, and this is reflected within our Code of Conduct. We have scheduled regular reminders and incorporated the document into induction

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Governance	Modern Slavery Statement	An annual statement setting out the steps taken to prevent modern slavery in the business and the supply chains. This is a requirement under section 54 (Transparency in Supply Chains) of the Modern Slavery Act 2015.	Link	No modern slavery breaches recorded. Internal working group established. Modern Slavery Statement: https://prod-cms.viridor.co.uk/media/wdcj11b/modern-slavery-statement.pdf	No modern slavery breaches recorded. In FY22 we have introduced the Intervention Assessments. Modern Slavery Statement https://prod-cms.viridor.co.uk/media/wdcj11b/modern-slavery-statement.pdf	Company benchmarking assessment to be carried out with Slave-Free Alliance (SFA) in July/Aug FY23 as agreed by the working group.
Governance	Anti-slavery and Human Trafficking policy	Implementing and enforcing systems and controls to ensure modern slavery is not taking place anywhere within our own business or in any of our supply chain.	Link	Anti-slavery and Human Trafficking policy https://bit.ly/40g4F36	Anti-slavery and Human Trafficking policy https://prod-cms.viridor.co.uk/media/jm5jwsc5/anti-slavery-and-human-trafficking-policy.pdf	Published in June 2022 The policies are managed within the Electronic Document Management System (EDMS), reviewed and updated annually by the owner using a collaboration site for peer-review, then signed off by the board and published.
Governance	Whistleblowing Policy	Encouraging employees and contractors to raise concerns about any suspected wrongdoing.	Link	Whistleblowing policy https://bit.ly/3ULR16r	Whistleblowing policy https://prod-cms.viridor.co.uk/media/dasacshw/whistleblowing-policy-speak-up.pdf	Published in March 2023. The policies are managed within the Electronic Document Management System (EDMS), reviewed and updated annually by the owner using a collaboration site for peer-review, then signed off by the board and published.
Governance	Energy policy	Focusing on continuous improvement in the energy efficiency of the business and to the implementation of our energy management system, complying fully with and where possible exceeding the requirements of ISO 50001.	Link	Energy policy https://bit.ly/3L9HSld	Energy policy https://prod-cms.viridor.co.uk/media/armhpaec/energy-policy.pdf	Published in February 2023 The policies are managed within the Electronic Document Management System (EDMS), reviewed and updated annually by the owner using a collaboration site for peer-review, then signed off by the board and published.
Governance	Environmental policy	Our commitment to be a responsible and sustainable business, and to the implementation of our environmental management system, complying fully with and where possible exceeding, our regulatory requirements and the requirements of ISO 14001.	Link	Environmental policy https://bit.ly/3mFiB95	Environmental policy https://prod-cms.viridor.co.uk/media/20t14wyq/environmental-policy-1.pdf	Published in November 2022. The policies are managed within the Electronic Document Management System (EDMS), reviewed and updated annually by the owner using a collaboration site for peer-review, then signed off by the board and published.
Governance	Quality policy	Our commitment to satisfying and where possible exceeding our customers' requirements, and to implementing and continually improving the quality management system that complies with the standard ISO 9001, PAS 100 and PAS 110.	Link	Quality policy https://bit.ly/3GSAA2q	Quality policy https://prod-cms.viridor.co.uk/media/i2jqaby/quality-policy.pdf	Published in March 2022. The policies are managed within the Electronic Document Management System (EDMS), reviewed and updated annually by the owner using a collaboration site for peer-review, then signed off by the board and published.
Governance	Health, Safety and Wellbeing policy.	Our commitment to provide industry-leading secure, safe and healthy working conditions for the prevention of work-related injury and ill health through our Occupational Health and Safety Management System complying with legal and ISO 45001 requirements.	Link	Health, Safety and Wellbeing policy https://bit.ly/3MR Tafd	Health, Safety and Wellbeing policy https://prod-cms.viridor.co.uk/media/OiObsog1/health-safety-and-wellbeing-policy.pdf	Published in March 2023. The policies are managed within the Electronic Document Management System (EDMS), reviewed and updated annually by the owner using a collaboration site for peer-review, then signed off by the board and published.

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Governance	Competition policy	Compliance with competition law.	Link	Compliance with competition law https://bit.ly/3A4UEei	Compliance with competition law https://prod-cms.viridor.co.uk/media/4u1plj31/competition-policy.pdf	Published June 2022. The policies are managed within the Electronic Document Management System (EDMS), reviewed and updated annually by the owner using a collaboration site for peer-review, then signed off by the board and published.
Governance	Data Protection policy	Minimum standards relating to the collection and use of personal data throughout Viridor.	Link	Data Protection policy https://bit.ly/3UMuPt5	Data Protection policy https://prod-cms.viridor.co.uk/media/n21152di/data-protection-policy.pdf	Published in June 2022. The policies are managed within the Electronic Document Management System (EDMS), reviewed and updated annually by the owner using a collaboration site for peer-review, then signed off by the board and published.
Governance	Anty-Bribery and Corruption policy	Commitment to promoting and maintaining the highest level of ethical standards in relation to how we do business.	Link	Anty-Bribery and Corruption policy https://bit.ly/41DRLwD	Anty-Bribery and Corruption policy https://prod-cms.viridor.co.uk/media/js4jpdrd/anti-bribery-and-corruption-policy.pdf	Published in March 2023 The policies are managed within the Electronic Document Management System (EDMS), reviewed and updated annually by the owner using a collaboration site for peer-review, then signed off by the board and published.
Governance	Anti-Money Laundering statement	Commitment to implementing and enforcing effective systems to counter Money Laundering and dealing with the proceeds of crime.	Link	Anti-Money Laundering statement https://bit.ly/3MS37ZP	Anti-Money Laundering statement https://prod-cms.viridor.co.uk/media/5spl0bad/anti-money-laundering-statement.pdf	Published in June 2022. The policies are managed within the Electronic Document Management System (EDMS), reviewed and updated annually by the owner using a collaboration site for peer-review, then signed off by the board and published.
Governance	ESG disclosure Walker's Guidelines	Compliance with Walker Guidelines requires enhanced disclosures in Annual reports from the statutory minimum for private equity (PE) companies, publishing of mid-year update reports, and submission of company reporting data to BVCA.	NA	Full Compliance with Walker guidelines.	Full Compliance with Walker guidelines.	
Governance	Formal compliance and escalation process of ESG incidents		NA	Viridor operates an Incident Management System whereby all SHEQS (Safety, health, environment, quality and security) based incidents are defined along with the required reporting, investigation and preventative and corrective action requirements.	Viridor operates an Incident Management System whereby all SHEQS (Safety, health, environment, quality and security) based incidents are defined along with the required reporting, investigation and preventative and corrective action requirements.	
Governance	ISO 9001:2015	Quality Management System.	NA	In February 2023 Viridor successfully passed ISO 9001:2015 corporate audit with zero non-conformities identified.	In June 2021 Viridor successfully recertified for ISO 9001:2015, extending the corporate accreditation to another 3 years. One minor-non-conformity has been identified and successfully closed.	Viridor is accredited to the ISO 9001 since 2006. ISO 9001:2015 accreditation: https://prod-cms.viridor.co.uk/media/lqspgts5/fs-98605-1.pdf
Governance	ISO 14001:2015	Environmental Management System.	NA	In February 2023 Viridor successfully passed ISO 9001:2015 corporate audit with zero non-conformities identified.	In June 2021 Viridor successfully recertified for ISO 14001:2015, extending the corporate accreditation to another 3 years. One minor-non-conformity has been identified and successfully closed.	Viridor is accredited to the ISO 14001 since 1997. ISO 14001: 2015 accreditation: https://prod-cms.viridor.co.uk/media/qjfcms2/iso-14001.pdf

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Governance	ISO 45001:2018	Health and Safety Management System.	NA	In February 2023 Viridor successfully passed ISO 9001:2015 corporate audit with zero non-conformities identified.	In June 2021 Viridor successfully recertified for ISO 45001:2018, extending the corporate accreditation to another 3 years. One minor-non-conformity has been identified and successfully closed.	Viridor is accredited to the ISO 45001 since 2019. ISO 45001:2018 accreditation: https://prod-cms.viridor.co.uk/media/322cigex/iso-45001.pdf
Governance	ISO 50001:2018	Energy Management System.	NA	In March 2023 Viridor successfully passed corporate audit for ISO 50001:2018. Zero non-conformity has been identified.	In March 2022 Viridor successfully recertified for ISO 50001:2018, extending the corporate accreditation to another 3 years. One minor-non-conformity has been identified and successfully closed.	Viridor is accredited to ISO 50001 since 2013. ISO 50001:2018 accreditation: https://prod-cms.viridor.co.uk/media/zolazdgi/50001_2018-enms-590073.pdf
Governance	Competence management EU skills	Business operates a Competence Management System which complies with the Energy and Utility Skills version 4 requirements.	NA	Accreditation in place. https://prod-cms.viridor.co.uk/media/rldpkizu/cmss-608567-001_-002.pdf	Accreditation in place.	https://prod-cms.viridor.co.uk/media/rldpkizu/cmss-608567-001_-002.pdf
Governance	Cyber security	Cyber security is the practice of defending computers, servers, mobile devices, electronic systems, networks, and data from malicious attacks.	NA	Viridor had no significant breaches during this period. All incidents were managed through to completion on the Incident Management System.	Viridor had no significant breaches during this period. All incidents were managed through to completion on its Incident Management System. During this year we have upgraded our M365 licences to E5 which provides higher security cover and introduced Microsoft MMD for desktop management. A new SDWAN design with Managed Security Services for our Private Microsoft connections and internet firewalls.	Viridor completed a number of Microsoft and independent partner assessments in FY23. It is rebuilding its SIEM and MDM platforms to latest versions. We have a Microsoft Security Score that is 21 points above the same organisation score of a company of the same type.
Governance	ESG data verification	External verification of reported ESG data.	Link	Full set of published ESG metrics externally verified by Lucideon according to: ISO 14064-3:2019 Greenhouse gases – Part 3: Specification with guidance for the verification and validation of greenhouse gas statements. ISAE 3000 (Revised), 2013 IAASB. Assurance Engagements Other than Audits or Reviews of Historical Financial Information. https://prod-cms.viridor.co.uk/media/qinnjcvv/viridor-limited-esg-assurance-statement-2023_final_issued-20231010.pdf	Streamlined Energy and Carbon Reporting externally verified by Lucideon according to ISO 14064-3:2006, ISO 14065:2013, The Environmental Reporting Guidelines, The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. https://prod-cms.viridor.co.uk/media/lx0kcbi5/viridor-limited-secr-2022-2023-verification-statement-final_issued-20230530rev1.pdf	
Governance	EDMS	Electronic document management system.	NA	6,902 Documents in the EDMS system.	All documents were uploaded for ERFs and Transfer Stations. This includes: Safe Operation Procedures, Risk Assessments, Toolbox Talks, Method Statements, Site Modification and Automation Improvements, and more for all sites. Over 12,000 documents.	All divested sites have now been archived. SOPRAWrite Project saw a full review of Operational SOPRAs. Ongoing improvements: New reference numbers which refers to apt metadata. Power BI Dashboards to show upcoming documents for review, progress of SOPRAWrite documents through to publish. The launch of the SOPRA Training App, which records and produces a certificate to show competence sign-off and the launch of the Policies App which records read and understood - this app also picks up new starters and will require re-reading when a policy is updated. Both of these apps also have compliance metrics through Power BI.
Governance	TCFD alignment	Task Force on Climate Related Financial Disclosures (TCFD). Disclosure of climate change related risks and opportunities alongside the financial metrics.	NA	NA	NA	Viridor has a statutory requirement to comply with TCFD disclosures for the FY24 year.

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Environment	Non-recyclable waste diverted from landfill	Total amount of waste processed in our EFW facilities and therefore diverted from landfill.	Tonnes	3,349,203	3,201,771	Total waste processed increased in FY23, in comparison to previous year—mainly due to Avonmouth ERF ramping up to full 12 months operation in FY23.
Environment	Waste processed (incoming) Hazardous (*)	Total amount of waste processed by the business classified as hazardous.	Tonnes	-	2,804	Following cessation of pandemic sites have not been required to accept COVID-19 related waste streams as in previous year.
Environment	Environmental incidents	Environmental incidents are considered for this purpose to be events that are notifiable to a regulator; either the Environmental Regulator (EA/SEPA/NRW) or the water authority.	Number of incidents	62	462	Significant reduction in environmental incidents is predominantly caused by the divestment of the landfill business on 31/03/2022. On a like for like basis of remaining facilities this represents a marginal increase in incidents predominantly due to waste input issues such as gas cylinders and the increased production at our polymers facility. We have launched a gas cylinders campaign to support the mitigation of this issue: https://www.viridor.co.uk/news-and-insights/gas-cannisters-campaign/
Environment	GHG emissions	Total gross Scope 1, Scope 2 & Scope 3 emissions. Scope 3 included selected categories only (Business Travel, Rail Freight and Well-to-tank emissions).	TCO ₂ e	1,499,009	1,933,253	FY22 adjusted total GHG emissions excluding landfill business divested on 31/03/2022 are 1,491,215 TCO ₂ e. As such FY23 represents 1% increase in total GHG emissions. The 1% increase related to Avonmouth ERF ramping up in FY22, achieving full year continuous operation in FY23.
Environment	GHG emissions Scope 1	Total gross Scope 1 emissions.	TCO ₂ e	1,485,662	1,914,397	FY22 adjusted Scope 1 GHG emissions excluding landfill business divested on 31/03/2022 are 1,472,360 TCO ₂ e. As such FY23 represents 1% increase in Scope 1 GHG emissions. The 1% increase relate to Avonmouth ERF ramping up in FY22, achieving full year continuous operation in FY23.
Environment	GHG emissions Scope 2	Total gross Scope 2 emissions.	TCO ₂ e	4,354	7,598	FY22 adjusted Scope 2 GHG emissions excluding landfill business divested on 31/03/2022 are 6,234 TCO ₂ e. As such Scope 2 GHG emissions decreased by 30% in FY23. This is due to a drop in electricity consumption across majority of the facilities, especially due to Peterborough ERF, GRREC and Runcorn 1 ERF optimisation and reliance on self-generated power supply.
Environment	GHG emissions Scope 3.	Total gross Scope 3 emissions currently consider Business Travel, Rail Freight and Well-to-tank emissions.	TCO ₂ e	8,992	11,258	Scope 3 GHG emissions dropped in FY23 by 20%, associated with the electricity consumption decrease and therefore transmission and distribution emissions reduction. In FY23 we have also completed a full assessment of Viridor's Scope 3 emissions inventory for FY22 (excluding landfill). We established that Scope 3 emissions form 18.81% of the overall Viridor carbon footprint and therefore are not in excess of the 40% SBTi recommended threshold for setting up a mandatory scope 3 emissions targets.

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Environment	GHG biogenic emissions	Total biogenic emissions (out of scope).	TCO ₂ e	1,585,970	1,983,867	FY22 adjusted GHG biogenic emissions excluding landfill business divested on 31/03/2022 are 1,581,345 TCO ₂ e. As such FY23 represents 0.3% increase in total GHG biogenic emissions.
Environment	Carbon footprint Intensity metric	Total Scope 1 and 2 emissions per £100,000 revenue.	TCO ₂ e/ £100,000 revenue	220.3	245.7	
Environment	Carbon footprint (EfW) Intensity metric	Carbon intensity measure: tCO ₂ e/t (EfW gross Scope 1+2/ tonnes of waste processed).	TCO ₂ / tonne of waste	0.43	0.45	
Environment	Science based targets	Targets are considered 'science-based' if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement—limiting global warming to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C.	NA	The 1.5°C Paris aligned interim targets were developed with the FY22 baseline and target period by FY31. Targets are currently pending verification and will be published when the process is completed.	The business committed to setting 1.5°C science-based emissions reduction targets and net zero science-based emissions reduction targets in May 2021.	
Environment	Energy usage	Total energy used by the business.	MWh	408,670	457,851	FY22 adjusted energy consumption excluding landfill business divested on 31/03/2022 is 374,444 MWh. The increase in energy consumption acrosss the business in FY23 is driven mainly by ramping up the Avonmouth Polymers plant.
Environment	Energy usage Intensity metric	Energy intensity measure defined as MWh per £100,000 of revenue.	MWh/ £100,000 revenue	60.43	59.69	FY22 adjusted energy usage intensity metric excluding landfill business divested on 31/03/2022 is 58.5 MWh/£100,000 revenue.
Environment	Imported electricity usage	Total electricity imported and used by the business.	MWh	22,516	35,783	FY22 adjusted imported electricity excluding landfill business divested on 31/03/2022 was 29,361 MWh. As such imported electricity decreased by 23% in FY23. This was mainly driven by Peterborough ERF, GRREC and Runcorn 1 ERF optimisation and reliance on self-generated power supply.
Environment	Self-supplied electricity usage	Total self supplied electricity (generated and consumed by the business).	MWh	269,964	290,620	FY22 adjusted self supplied electricity usage excluding landfill business divested on 31/03/2022 is 213,635 MWh. The 26% increase in consumption acrosss the business in FY23 is driven mainly due to Avonmouth Polymers ramping up. The plant is using power generated by the adjacent ERF.
Environment	Self-supplied electricity usage (fossil)	Total self supplied electricity (generated and consumed by the business) classified as fossil.	MWh	132,283	129,785	FY22 adjusted self supplied electricity (fossil) usage excluding landfill business divested on 31/03/2022 is 104,681 MWh. The 26% increase in consumption acrosss the business in FY23 is driven mainly due to Avonmouth Polymers ramping up. The plant is using power generated by the adjacent ERF.

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Environment	Self-supplied electricity usage (renewable)	Total self supplied electricity (generated and consumed by the business), classified as renewable.	MWh	137,681	160,835	FY22 adjusted self supplied electricity (renewable) usage excluding landfill business divested on 31/03/2022 is 108,954 MWh. The 26% increase in consumption acrosss the business in FY23 is driven mainly due to Avonmouth Polymers ramping up. The plant is using power generated by the adjacent ERF.
Environment	Natural gas usage	Total natural gas used by the business.	MWh	30,641	34,326	
Environment	Liquid fuels usage	Total liquid fuels used by the business (diesel, petrol).	MWh	85,549	97,122	
Environment	Liquid fuels usage Stationary applications	Total liquid fuels used by the business for stationary applications.	MWh	58,790	74,721	
Environment	Liquid fuels usage Fleet	Total liquid fuels used by the business fleet.	MWh	26,759	22,401	
Environment	SECR	Streamline Energy and Carbon Reporting (SECR). SECR requires obligated companies to report on their energy consumption and associated greenhouse gas emissions within their financial reporting for Companies House.	Link	FY23 SECR verification statement https://prod-cms.viridor.co.uk/media/1x0kcbi5/viridor-limited-secr-2022-2023-verification-statement-final_issued-20230530rev1.pdf	FY22 SECR verification statement https://prod-cms.viridor.co.uk/media/j3rk2c10/viridor-ltd-secr-2021-2022-verification-statement-final-2_issued-05092022.pdf	Viridor's greenhouse gas and energy data is externally verified since FY21 in line with below verification criteria: ISO 14064-3:2006 Specification with guidance for the validation and verification of greenhouse gas assertions ISO 14065:2013 Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition. The Environmental Reporting Guidelines: including streamlined energy and carbon reporting guidance (dated March 2019). The Companies (Directors' Report) and Limited Liability Partnership (Energy and Carbon Report) Regulations 2018.
Environment	Water use (*)	Total amount of water used by the business.	m3	2,921,536	2,784,977	At the moment our reporting covers the EFW fleet only. Water consumption is broadly equivalent to previous years data—especially when set against tonnes of waste processed.
Environment	Rain water harvested	Total amount of rain water harvested by the business.	m3	Unavailable	Unavailable	While water harvesting and re-use takes place at sites, no data specifically has been historically recorded of the volumes. This is an area where Viridor will progress to improve data for future years' reports.
Environment	Permitted capacity (EFW)	Total permitted capacity of the EFW portfolio at the beginning of the financial year.	ktpa	3807.00	3,683	We have increased the permit at Peterborough in the last year to allow us to process more waste.
Environment	Gross capacity (EFW).	Gross power generation capacity of the EFW portfolio at the beginning of the financial year.	MW	342.00	274	Stable portfolio of 10 EFWs.

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Environment	Facility availability (EfW)	Facility availability of the EfW fleet.	%	92.00%	89.30%	The increase in availability has contributed to rescheduling of outages (extending periods between outage) and improved performance across the fleet, quicker repairs and return to service on an unplanned event.
Environment	Turbine availability (EfW)	Turbine availability of the EfW fleet.	%	95.2%	95.59%	The decrease is attributed to a couple of planned major turbine outages across the fleet which added to the downtime but did allow for improved generation from improved efficiency post the outage.
Environment	Power generated	Total power generated by the business.	MWh	2,395,048	2,505,602	Total power generated by the business and by the fleet of EFWs will be the same for FY23 due to the divestment of landfill business and related landfill gas power generation on 31/03/2022.
Environment	Power generated (EfW)	Total power generated by the EFWs.	MWh	2,395,048	2,169,017	The increase is attributed to increased MCR rates at plants meaning increased generation.
Environment	Power generated (Landfill)	Total power generated by landfill (Powergen).	MWh	NA	336,585	Landfill business divested on 31/03/2022, this metric will be disregarded from FY24 onwards.
Environment	Power exported	Total power exported by the business.	MWh	2,106,798	2,195,671	Total power exported by the business and by the fleet of EFWs will be the same for FY23 due to the divestment of landfill business and related landfill gas power generation on 31/03/2022.
Environment	Power exported (EfW)	Total power exported by the EFWs.	MWh	2,106,798	1,879,359	Total power exported by the business and by the fleet of EFWs will be the same for FY23 due to the divestment of landfill business and related landfill gas power generation on 31/03/2022.
Environment	Power exported (Landfill)	Total power exported by landfill (Powergen).	MWh	NA	316,312	Landfill business divested on 31/03/2022, this metrics will be disregarded from FY24 onwards.
Environment	Heat exported (EfW).	Total amount of heat exported to Clients.	MWh	470,128	601,887	Our steam export is based on demand from our Clients and as such can vary year on year. Steam that doesn't offtake to our Clients is used for electricity generation.
Environment	Biogas generated (Anaerobic digestion)	Total amount of biogas generated from food waste separated from the black bag waste delivered to Glasgow RREC facility.	m3	2,719,439	2,655,854	Improvement in the amount of biogas generated compared to FY22 is due to having AD1 back online. However performance is still lower than expected due to the SBT being out of service.
Environment	Renewable power generated	Total power generated through the combustion of biomass (biogenic waste) and power generated through the combustion of landfill gas and biogas.	MWh	1,221,474	1,464,474	In FY23 there is a drop in renewable power generation due to the divestment of the Landfill business on 31/03/2022.
Environment	Renewable power generated	% of renewable power generated from the total power generation.	%	51%	58%	In FY23 there is a drop in renewable power generation % due to the divestment of the Landfill business on 31/03/2022.

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Environment	Waste generated Hazardous (*)	Total amount of waste generated by the business and classifies as hazardous (APCr).	Tonnes	80,592	90,236	Reduction in production of APCr due to optimisation of facilities consumable usage and associated APCr production.
Environment	Waste generated Non-hazardous (*)	Total amount of waste generated by the business and classifies as non-hazardous (IBA and metals).	Tonnes	691,767	689,027	Increase in non-hazardous waste generated is attributed to greater waste throughput in 2022 compared to 2021.
Environment	APCr generated (*)	Total amount of APCr generated by the business.	Tonnes	80,592	90,236	Most sites have seen a reduction in APCr generated through optimisation of the flue gas treatment systems.
Environment	APCr generated Intensity metric (*)	Total amount of APCr generated per one tonne of waste processed.	Tonnes of APCr/tonne of waste processed	0.0240	0.0274	Reduction from previous years is due to increased optimisation of reagent dosing systems and associated APCr generation.
Environment	APCr recycled/reprocessed (*)	Total amount of APCr that is recycled/reprocessed by the offtakers (used as aggregate, etc).	Tonnes	72,996	73,601	While this is a lower volume, it represents a greater proportion of APCr generated being sent for recovery than previous years (91% of APCr recycled).
Environment	IBA generated (*)	Total amount of IBA generated by the business.	Tonnes	675,919	666,503	Increase in IBA generation is attributed to greater throughput of waste in 2022 compared to 2021 coupled with a marginal decrease in the metric of waste generated per tonne of waste processed.
Environment	IBA generated Intensity metric (*)	Total amount of IBA generated per one tonne of waste processed.	Tonnes of IBA/tonne of waste processed	0.2018	0.1987	
Environment	IBA recycled/reprocessed (*)	Total amount of IBA that is recycled/reprocessed by the offtakers (used as aggregate, etc).	Tonnes	642,685	538,377	In FY23 we have achieved 95% recycling rate of IBA. GRREC remains our only site having sent IBA for disposal.
Environment	Metals recovered from IBA (*)	Total amount of metals recovered from IBA and sent for reprocessing.	Tonnes	15,848	18,070	Further reclamation of ferrous and non ferrous metals takes place by the IBA processors.
Environment	Plastic received at polymers reprocessing facilities	Total plastic input into our reprocessing facilities.	Tonnes	47,539	33,180	Infeed into Avonmouth and Skelmersdale polymers plants increase from FY22 due to Avonmouth facility ramp up continuing. Expected to increase again in FY24 as ramp up completes.
Environment	Plastic rejected during the polymers reprocessing	Total plastics waste from our reprocessing facilities.	Tonnes	17,106	10,387	Increase in rejected material is due to Avonmouth polymers plant ramp up.
Environment	Polymers output (product, non-food grade)	Total polymers output from reprocessing facilities (product).	Tonnes	30,433	22,793	Increase in material production is due to Avonmouth polymers plant ramp up.
Environment	Plastic recovered from black bag waste	Total plastic recovered from municipal solid waste.	Tonnes	9,384	9,093	Plastics are separated from black bag waste delivered to our facilities (Bargeddie and Walpole) and sent for reprocessing.
Environment	Recycled plastic treated	Total plastic input to plastics recycling facilities (PRF).	Tonnes	86,647	85,826	

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Environment	Plastic rejected during the recycling process	Total plastics waste from plastics recycling, facilities (PRF).	Tonnes	29,549	30,682	
Environment	Plastic output	Total plastic output from plastics recycling facilities (PRF).	Tonnes	57,098	55,144	
Environment	Ferrous metals extracted	Total ferrous metals are extracted from black bag waste treated before incineration and sent for recycling.	Tonnes	7,689.62	8,330	Ferrous metals are separated from black bag waste and delivered to our facilities in Scotland—GRREC and Bargeddie.
Environment	Non-ferrous metals extracted	Total non-ferrous metals are extracted from black bag waste treated before incineration and sent for recycling.	Tonnes	3,113.78	2,991	Non-ferrous metals are separated from black bag waste delivered to our facilities in Scotland—GRREC and Bargeddie.
Environment	Fire and explosion	Fires and explosions reported via the Incident Management System.	NA	1 High Potential Fire reported.	3 High Potential Fires reported.	93 Fires were reported across the fleet during the FY23, only one of which was considered to be a High Potential Fire, and this occurred at our Avonmouth Polymers facility in April 2022.
Social	Lost Time Injuries (LTI)	Lost Time Injuries that have occurred in the workplace/during work related activities reported per 200,000 hours worked. Lost Time Injury: An injury which results from a work-related activity, and that results in a person being unfit for work on any day, including weekends or rest days, beyond the day of the incident. Includes Fatalities. Total number of LTIs per 200,000 hours worked.	LTI frequency	1.24 (total number of 14 LTIs).	0.68 (total number of 16 LTIs).	The FY23 LTI performance has been impacted by improved safety engagement and associated incident reporting at GRREC, and the operational go-live of our new Avonmouth Polymers 'P2' facility.
Social	High Potential Incidents (HiPo)	High Potential Incidents that have occurred in the workplace reported per 200,000 hours worked. High Potential Incident: An incident or near miss where under different, plausible circumstances the most serious credible outcome would be classified within the red area of the Viridor Severity Matrix—e.g. a potential or actual fatality. Total number of HiPos per 200,000 hours worked.	HiPo frequency	1.24 (Total number of 14 HiPos).	0.77 (total number of 18 HiPos).	All High Potential Incidents are subject to full investigation and issue of Lessons Learnt across the business to mitigate and reduce the likelihood of repeat incidents.
Social	All Injuries (AI)	Injuries that have occurred in the workplace/during work-related activities reported per 200,000 hours worked. All Injuries: Any injury which results from a work-related activity, requiring First Aid treatment or beyond. Total number of Injuries per 200,000 hours worked.	AI frequency	6.21	4.34	The FY23 AIFR increase is due to improved safety engagement and associated incident reporting at GRREC, and the operational go-live of our new Avonmouth Polymers 'P2' facility. If the GRREC and P2 incident data is excluded, we achieved an FY23 AIFR of 2.45 versus a 10% improvement target of 2.83.

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Social	Significant accidents (Contractors)	Significant accidents, not included in frequency rate. Data is reported for employees and agency workers only. Contractor High Potential Incidents are also recorded in our internal SHEQS reporting, but not included in this metric.	Data	2	8	Only two Contractor High Potential incidents reported in FY23, compared to 8 (6) in FY22.
Social	Mental health strategy	Progress against the mental health strategy.	NA	Completed one Kaido wellbeing event in FY22. We also introduced a new EAP provider who supports colleagues and their families through variety of life's challenges. This includes a 24/7 help line, online support and a wellbeing app. We continued to support mental health and wellbeing activities across the business.	In FY22 we introduced Kaido (wellbeing app), reviewed our Employee Assistance Program (EAP) provider, and continued to increase the number of Mental Health First Aiders in the business to offer support to our colleagues in the workplace.	In FY24 we will commence a 3 year programme with the British Safety Council called Being Well Together. We will work together, collaborating with other functions to assess the business activity in relation to wellbeing, evaluating the gaps in our existing wellbeing activity, creating a strategy and plan with commitment, engagement and implementation by the end of year one. Sustainability of the programme with with measurment, evaluation and benchmarking taking place in years 2/3 to evaluate the sustainability of the programme. We will also be training 2 further cohorts of Mental Health First Aiders to increase our numbers across the business in Q1 and Q2.
Social	Gender Pay Gap report	Since 4 April 2018, employers in Great Britain with more than 250 employees have been required by law to publish a Gender Pay Gap report annually on their own website and on a government website.	NA	Gender Pay Gap report for FY23 to be published in 2023 Q2, and made available on our website.		
Social	Gender balance	Number of employees across the business who identify as female and the number of employees who identify as male.	%	151/747 (female male ratio).	Gender Pay Gap report for FY22: https://prod-cms.viridor.co.uk/media/bkcc3te5/gender-pay-report-2023-v4.pdf	We continue to work toward reducing our gender gap.
Social	Gender Pay Gap (mean)	The mean gender pay gap shows the difference in the average hourly rate of pay between men and women in a company.	%	Gender Pay Gap report for FY23 to be published in 2023 Q2.	13.20%	
Social	Gender Pay Gap (median)	If all company employees were lined up in a female line and a male line, in order of pay from highest to lowest, the median gender pay gap compares the pay of the female in the middle of their line and the pay of the middle man.	%	Gender Pay Gap report for FY23 to be published in 2023 Q2.	15.10%	
Social	Community engagement performance	Total annual reach associated with community activities.	Number of people	Total annual reach 24,413 people (excl social media).	Total annual reach 19,843 people (excl social media).	
Social	Community benefit funds	Total amount assigned to community benefit funds in any given year.	£	£1,154,924 (across 45 grants) (incl £440,311 via TPSCo).	£1,097,511 (across 42 grants) (incl £401,201 via TPSCo).	

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Social	Corporate charity support and engagement	Total amount assigned to charities in any given year.	£	£25,000 for Reuse Network. Contribution to help fund the Reuse Network's valuable work to raise the profile of the sector and to promote and communicate the impact of the sector more effectively.	£50,000 for Reuse Network. Contribution to help fund the development of a nationally recognised program of training and qualifications to support in the creation of professional repairers. This will be in line with the UK government's new 'right to repair' regulations and the Reuse Network will collaborate with manufacturers, major retailers, and a number of colleges to establish this new scheme.	Additional £300,000 allocated for community engagement and charitable donations for our sites and £30,000 for employee match fund year on year. Governance to be developed in FY23 for the funds allocation as well as monitoring and reporting mechanisms.
Social	Diversity & inclusion	Company diversity in numbers.	%	91% White. 5% People with ethnic backgrounds . 4% undeclared.	87.29% White. 7.95% non specified. 4.5% BAME.	In FY23, there was a slight increase in the number of employees who have either not specified or have stated they are from a diverse background. Terminology changed to be more inclusive. Data is more accurate this year—a manual exercise undertaken to correct data in system. FY24 will see a focus on improving diversity at all levels and the launch of a refreshed EDI policy.
Social	Diversity at Board level	Number of Board directors who identify as female.	Number of people	1	1	Directors who are legally responsible for the running of the company and making sure company accounts and reports are prepared. FY24—proposal to place another female as a Board director.
Social	Diversity at Board level	Number of Board directors who identify as male.	Number of people	4	4	Directors who are legally responsible for the running of the company and making sure company accounts and reports are prepared.
Social	Diversity at Board level	Number of Board directors who identify as other.	Number of people	0	0	Directors who are legally responsible for the running of the company and making sure company accounts and reports are prepared.
Social	Diversity at Senior leadership level	Number of Senior leaders who identify as female.	Number of people	2	2	Senior leaders are members of our Executive Leadership Group and responsible for the companies overall strategy and direction, making key decisions to shape the future of the business.
Social	Diversity at Senior leadership level	Number of Senior leaders who identify as male.	Number of people	9	9	Senior leaders are members of our Executive Leadership Group and responsible for the companies overall strategy and direction, making key decisions to shape the future of the business.
Social	Diversity at Senior leadership level	Number of Senior leaders who identify as other.	Number of people	0	0	Senior leaders are members of our Executive Leadership Group and responsible for the companies overall strategy and direction, making key decisions to shape the future of the business.
Social	Mandatory training	All training courses that the employee needs to complete to be able to completely fulfill their role in the company safely.	%	97%	95.5%	FY23 target for mandatory and safety critical training was 95%, which has been exceeded. We have invested in the foundation of our culture through our company wide leadership development programme. Target for FY24 is 96%.

ESG Metrics
ESG data FY23

Category	Metric	Definition	Unit	FY23	FY22	Comments
Social	Graduates programme.	A graduate scheme is a structured training programme offered mainly by large companies and organisations. Lasting around two years, they're exclusively for graduates straight out of university and designed to develop future leaders.	NA	8 new graduates onboarded in September 2022.	No new graduates onboarded due to strategic review.	8 new graduates onboarded in September FY23 covering Engineering, Finance and IT; (50% female/50% male).
Social	Apprentice programme	Apprenticeship is a system for training a new generation of practitioners of a trade or profession with on-the-job training and often some accompanying study.	NA	20 apprentices both recruited and upskilling for existing employees.	25 apprentices recruited	Target FY24: Further 20 Apprentices. In FY24, our key area of focus is to create and offer apprenticeships at all levels of the business.
Social	Employee engagement	Employee engagement represents the levels of enthusiasm and connection employees have with their organisation.	%	Overall company score: Trust 65%; Engagement 65%.	Overall company score: Trust 51%; Engagement 55%.	Through significant cultural improvement, we achieved our ambition to be an accredited Great Place to Work in FY23, ahead of our FY24 target. In FY24, we are committed to maintaining and increasing these scores across the group and retaining our accreditation. FY23 saw the launch of our behavioural framework 'The Viridor Way', to support our values. Encouraging high standards of performance with the introduction of our new recognition platform "VIVA" which aims to inspire and positively impact performance, motivation, and purpose by recognising exceptional colleague contribution. We have launched the 'Your Voice' forum in addition to the operational Voice Forum, with a focus in FY24 on Employee Wellbeing.
Social	Living wage rate	The Living Wage is an hourly rate, calculated according to cost of living in the UK by the Living Wage Foundation.	NA	During FY23, we have put measures in place to ensure all employees receive the Real Living Wage.	During FY22, we have commenced the discussion on rolling out the Living wage across the business resulting in commitment set on the 1st of April 2022.	We put measures in place to ensure all employees are in receipt of the Real Living Wage rate before achieving accreditation by Q4 FY24.
Social	Employee benefits and pension	Employee benefits and benefits in kind include various types of non-wage compensation provided to employees in addition to their normal wages or salaries.	NA	As previous year plus: All EE's now eligible for a performance related bonus Cost of living payment Car leasing salary sacrifice scheme Pension Webinars provided Volunteering and Community Support Policy.	Same as previous year, plus: 'Your Share' scheme has been established. This scheme provides a payout based on company outperformance. It has been paid out in summer 2022 for the FY22. We have also updated some of our People Policies to include 4 weeks full pay paternity leave, and increased maternity pay (6 months full pay and 3 months at 90%).	Improving benefits that support the diverse needs of our colleagues such as a company wide bonus scheme, a cost of living payment and a car leasing salary sacrifice scheme. We also launched a Volunteering and Community Support policy, that offers all employees the opportunity to take one day of paid volunteering leave per year. In FY24, we will give all employees the opportunity to take part in Financial Wellbeing webinars, provided by Learning & Development.
Social	Guaranteed health and care cover.	Employee benefits and benefits in kind include various types of non-wage compensation provided to employees in addition to their normal wages or salaries.	NA	On offer to both Executive and Senior Leadership Teams.	On offer to the top level of the structure.	In FY23 the Executive and Senior Leadership teams were offered a 360 annual health assessment in addition to Private Medical Insurance as part of their Total Reward package. All employees have access to a range of subsidised health plans via Simply Health.

(*) Calendar Year 2022

Appendix

Appendix

Glossary

A

Air pollution control residues

(APCr): These are the solid outputs of the flue gas treatment equipment installed on the EfW plants. APCr can be processed and returned to the economy in a form of aggregates.

All Injuries Frequency (AIF) rate:

Tracks any injury which results from a work-related activity, requiring first aid treatment or beyond.

Anaerobic digestion facility:

This facility counts with a sequence of processes by which microorganisms break down biodegradable material in the absence of oxygen.

Annual regulator scores: The Environment Agency assesses, and scores permit compliance for all regulated sites. Each noncompliance is scored from a CCS1 to CCS4 depending on the severity of the incident. CCS1 = 60 points, CCS2 = 31 points, CCS3 = 4 points and CCS4 = 0.1 points. These points are totalled for each site at year end. SEPA (Scotland) operates a similar scoring system, for the purposes of our KPI we have aligned the scores to simplify reporting.

ANPR: Automatic Number Plate Recognition. Technology used to automatically capture license plate numbers of vehicles.

B

Baseload: The minimum level of CO₂ demand that is consistent and continuous over a given period.

Biogenic emissions: Emissions associated with a combustion of an organic matter (part of natural carbon cycle).

Black bag (household) waste: Waste that should only contain non-recyclable material.

C

Carbon capture and storage (CCS): The trapping, transportation and permanent containment of carbon, e.g. in an underground storage cavity, such as an aquifer or depleted oil or gas field.

Carbon intensity factor: A measure of the rate of emissions released relative to a specific activity, such as tonnes of waste processed or revenue.

Circular Economy: An economic system aimed at the continuous use of resources and the elimination of waste.

CO₂e: Unit allowing other greenhouse gas emissions to be expressed in terms of CO₂ based on their relative global warming potential (GWP). For example, CO₂ has a GWP of 1, methane (CH₄) has a GWP of approximately 25. In other words, for every 1 tonne of methane emitted, an equivalent of 25 tonnes of CO₂ would be emitted.

E

EBITDA: Earnings before interest, taxes, depreciation and amortisation.

Energy from waste (EfW) facility: A facility that processes non-recyclable waste of a biogenic and anthropogenic (fossil) origin and makes use of its energy content to generate electricity and heat.

Energy recovery facility

(ERF): A facility that processes non-recyclable waste of a biogenic and anthropogenic (fossil) origin and makes use of its energy content to generate electricity and heat, meeting an energy efficiency threshold defined by the environmental regulator as 'R1' status, reflecting higher level of energy recovered compared to standard EfW facility.

ERP: Enterprise Resource Planning, a software system used to manage and integrate various business processes within a company.

ESG: Stands for Environmental, Social, Governance and refers to a company's commitment to do more than making a profit, such as actively striving to contribute positively to the environment and social causes and to conduct themselves responsibly.

F

FCC: Fluid Catalytic Cracker, a refinery unit that converts heavy oil into valuable lighter products like gasoline using a catalyst.

Feedstock: The raw material, such as waste or biomass, that is used as the input for a waste-to-energy process, providing the necessary fuel for energy generation.

G

Gender pay gap: The gender pay gap is an equality measure that shows the difference in average earnings between women and men.

Greenhouse Gas (GHG) emissions: A greenhouse emission is a gas that

absorbs and emits radiant energy causing the greenhouse effect. Without greenhouse gases (and its effect on the atmosphere) the Earth's surface would be about -18°C. The primary greenhouse gases are water vapor (H₂O), carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and ozone (O₃). Greenhouse gas emission from human activities strengthen the greenhouse effect, contributing to climate change.

Greenhushing: Downplaying or concealing environmental concerns or issues, especially in the context of corporate or marketing communications.

Greenwashing: A deceptive marketing or public relations strategy in which a company falsely presents itself as environmentally responsible or sustainable to mislead stakeholders, rather than genuinely implementing environmentally friendly practices.

Greenwashing: Voluntary sustainability efforts thought of as closer to achieving the necessary change than they really are.

GWh: Gigawatt-hour, a unit of energy representing one

billion watt-hours, commonly used to measure the amount of electricity generated or consumed.

H

High-potential incidents

(HiPo): An event or near-miss event, were under different, plausible circumstances the most serious credible outcome would be a potential or actual fatality (within the red area of the Viridor Severity Matrix).

I

IBA: Incinerator Bottom Ash, the residual material left after the combustion of waste in an incinerator. It often contains non-combustible materials like metals and minerals.

Incineration bottom ash

(IBA): Form of ash produced as a result of the combustion process in the EfW plants. IBA can be processed and returned back to the economy in a form of aggregates.

Incident frequency rate:

Incidents/Hours worked expressed as a frequency per 200,000 hours worked (employee and agency incidents/hours unless otherwise stated).

Industrial Cadets Silver

Award: Cadets graduating at the Silver level will follow a programme defined by the activities breakdown over a minimum of 30 hours. The programme components and skills and competency framework illustrate the employability skills and personal learning and thinking skills acquired by each individual Cadet at this level.

Industrial Cadets Bronze

Award: The Industrial Cadets Bronze project is a 12-week project involving around 20 hours work from students in S2. It helps students to develop key skills for learning, life and work and to inform their subject choices and careers. It is aligned to the Curriculum for Excellence and the Career Education Standard to enhance the work students complete in their school education. The project gives students an insight into current topical themes including sustainability, digital, health and aerospace and aims to encourage pupils to choose STEM subjects.

Infeed: The waste material, typically a mix of various types of solid waste, that is introduced into the facility for

processing and conversion into energy.

Injury severity: An assessment of the scale of trauma inflicted on an individual. It can be measured in the length of time that an individual needs to be away from work as a result of the trauma.

ISO 9001: Voluntary international standard for Energy Management Systems, created by the International Organisation for Standardisation (ISO). This standard sets out the criteria for a quality management system and is based on a number of quality management principles including a strong customer focus, the motivation and implication of top management, the process approach and continual improvement. Using ISO 9001 helps ensure that customers get consistent, good-quality products and services.

ISO 14001: This standard sets out the criteria for an environmental management system, meaning it maps out a framework that a company or organisation can follow to set up an effective environmental management system,

Appendix

Glossary

providing assurance to company management and employees as well as external stakeholders that environmental impact is being measured and improved.

ISO 45001: The ISO 45001 specifies requirements for an occupational health and safety (OH&S) management system, and gives guidance for its use, enabling organisations to provide safe and healthy workplaces by preventing work-related injury and ill health, as well as by proactively improving its OH&S performance.

ISO 50001: Voluntary international standard for Energy Management Systems, created by the International Organisation for Standardisation (ISO). This standard enables organisations to continuously improve their energy performance via the implementation of an energy management system (EnMS) and aims to help organisations to continuously reduce their energy use, and therefore their energy costs and their greenhouse gas emissions as well as providing a compliance route for energy saving schemes such as the UK Energy Savings Opportunity Scheme (ESOS).

ISO audit: An audit performed under the standard created by

the International Organisation for Standardisation (ISO).

L

Landfill gas: Also known as biogas, a mixture of carbon dioxide (CO₂) and methane (CH₄) that is released from the natural decomposition of biogenic waste in landfills.

Lost Time Injuries: An injury that results from a work-related activity, and results in a person being unfit for work on any day, including weekends or rest days, beyond the day of the incident (includes fatalities).

M

Monomer: A simple molecule that can combine with others to form a polymer, commonly found in plastics and other materials.

mtpa: Million tons per annum, a unit of measurement.

N

Naphtha: Hydrocarbon liquid derived from refining of crude oil, predominantly consisting of shorter chain carbon molecules and which is used in the production of other chemical intermediates or for the production of fuel.

Net zero emissions: Refers to achieving an overall balance

between anthropogenic greenhouse gas emissions released and anthropogenic greenhouse gas emissions taken out of the atmosphere.

Net negative emissions (carbon-negative): Situation when more anthropogenic emissions are prevented to enter the atmosphere than generated (combination of anthropogenic and biogenic carbon emissions capture).

O

Outperformance: The fact of achieving better results than somebody/something. Viridor's outperformances when the EBITDA is higher than estimated.

P

Polymer: A complex molecule formed from repeating units called monomers, usually derived from plastic waste.

Polypropylene (PP): Also known as polypropene, is a thermoplastic polymer built up by the polymerisation of propylene. It is used in a wide variety of applications, such as plastic packaging, plastic parts for machinery and equipment, and even fibres and textiles.

Polyethylene (PE): Light and versatile synthetic resin made from the polymerisation of ethylene. It is a polymer, primarily used for packaging such as plastic bags, plastic films, geomembranes and containers including bottles. Depending on the structure and density of the carbon backbone, there are two types of Polyethylene: Low-density (LDPE) and High-density (HDPE). The first is used for packaging such as plastic bags, while the second one it is commonly used for plastic bottles.

Polyethylene terephthalate (PET or PETE): This is the most common thermoplastic polymer of the polyester family, and it is used in fibres for clothing, containers for liquids and food, amongst others. Depending on its processing, PET may look as a transparent polymer or slightly opaque and white.

PRF: Plastics Recycling Facility, a type of facility that processes and recycles plastic waste to create new products or raw materials.

PtL: Plastics-to-Liquid, a technology that converts plastics into liquid.

Pyrolysis: A thermochemical process where organic materials, such as waste or biomass, are heated in the absence of oxygen to break them down into valuable products like gas, liquid fuels, and char.

R

R1 Status: The efficiency with which we treat waste is important. Waste Processing Facilities are known as EfWs (Energy from Waste), with the most efficient of these categorised as Energy Recovery Facilities (ERF). ERFs meet an energy efficiency threshold defined by the environmental regulator as 'R1' status, reflecting the higher level of energy recovered from waste.

Refuse-derived fuel (RDF): Selected waste and by-products with recoverable calorific value can be used as fuels, replacing a portion of conventional fossil fuels.

Recyclate: Material that has been recycled and is ready to be used to create a new product.

Residual waste: Non-hazardous and solid waste that remains after initial recycling attempts.

RIDDOR: Stands for the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations. It ensures employers or self-employed individuals report certain accidents, occupational diseases and specified dangerous occurrences.

S

Science based targets: Targets are considered 'science-based'

if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement—limiting global warming to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C.

Science based targets initiative (SBTi): This initiative serves as the lead partner of the Business Ambition for 1.5°C campaign, an urgent call to action from a global coalition of UN agencies, business and industry leaders that mobilises companies to set net-zero science-based targets in line with a 1.5°C future. It provides target setting methods and guidance to companies to set science-based targets in line with the latest climate science, as well as defining and promoting best practices in emissions reductions and net-zero targets in line with climate science.

Scope 1: Direct emissions that occur through the operation of assets that are owned and/or controlled by the company.

Scope 2: Indirect emissions that occur from the usage of purchased (i.e. externally-sourced) energy, such as electricity.

Scope 3: Indirect emissions within a company's value chain. Scope 3 emissions can be broadly grouped into two categories: upstream emissions from activities involved

in the creation of a company's services or goods and downstream emissions from the distribution or use of a company's goods including the disposal of products.

SHEQS: Safety, Health, Environment, Quality and Security

STEM: Science, technology, engineering, and mathematics

T

TPSCo: Joint venture between INEOS and Viridor that owns Runcorn Phase 1.

W

Well-to-tank emissions: Greenhouse gas emissions also known as upstream or indirect emissions, representing an average of all the greenhouse gas emissions released into the atmosphere from the production, processing and delivery of a fuel or energy.

Appendix

References

- ➡ 1. RoSPA - The Royal Society for the Prevention of Accidents: [RoSPA.com](https://www.rospa.com)
- ➡ 2. Waste processing facilities are known as EfWs (Energy from Waste), with the most efficient of these categorised as Energy Recovery Facilities (ERF). ERFs meet an energy efficiency threshold defined by the environmental regulator as 'R1' status, reflecting the higher level of energy recovered from waste.
- ➡ 3. Financial Year 2023 refers to a period of April 2022—March 2023.
- ➡ 4. Target achieve more than one year ahead and Great Place to Work accreditation received in FY23.
- ➡ 5. Safety, health, environment, quality and security.
- ➡ 6. Human resources.
- ➡ 7. Statistics as of end of the FY23.
- ➡ 8. UK Energy from Waste Statistics, 2022, Tolvik: <https://www.tolvik.com/published-reports/view/uk-energy-from-waste-statistics-2022>
- ➡ 9. Landfill methane avoidance.
- ➡ 10. AIFR: Injuries that have occurred in the workplace/during work-related activities reported per 200,000 hours worked. All Injuries: Any injury which results from a work-related activity, requiring First Aid treatment or beyond.
- ➡ 11. HiPoFR: An incident or near miss where under different, plausible circumstances the most serious credible outcome would be classified within the red area of the Viridor Severity Matrix—e.g. a potential or actual fatality, reported per 200,000 hours worked.
- ➡ 12. LTIFR: An injury which results from a work-related activity, and that results in a person being unfit for work on any day, including weekends or rest days, beyond the day of the incident reported per 200,000 hours worked. Includes fatalities.
- ➡ 13. Polyethylene Terephthalate (PET), High-and Low-Density Polyethylene (HDPE and LDPE) and Polypropylene (PP).
- ➡ 14. Reported on calendar year basis.