



Purpose led growth: Building a sustainable future that doesn't cost the earth

2024 SUSTAINABILITY REPORT



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Foreword by John Scanlon

Maya Angelou said:

“Do the best you can until you know better.
Then when you know better, do better.”



That simple sentiment serves as a reminder for us all that, as our understanding of the impact we have on our planet increases, so too does our duty to continuously find ways to lighten that load.

Throughout 2024, here in the UK we saw this responsibility gaining more recognition at a legislative level as a new government worked towards resetting the environmental discourse to one with net zero firmly on the to-do list and the development of a more circular economy inextricably aligned to that objective.

The uncertainty and upheaval that so often accompany change were well managed here at SUEZ. That’s because our longstanding focus on a triple bottom line of people, planet and profit, our championing of re-use and repair and our innovation on behalf of customers to find sustainable solutions, placed us ahead of the curve. Rather than playing catch-up with a changing policy landscape, we have been growing our business and the contribution it makes to the customers and communities we are proud to work with and serve.

Our workforce neared 7,000 for the first time in 2024 as we welcomed over 770 new employees, all whilst ensuring our staff engagement scores remained high at 63% and reducing the number of personal injuries by 5% on 2023. Our people took part in over 100,000 hours of training and themselves volunteered over 8,000 hours to local charities and community causes, raising more than £150,000 in the process for our charitable partners including our new partner, The British Heart Foundation, and Macmillan Cancer Support. As a company, we contributed £3.7m to 200 community projects.

Our core business saw us handle over 12 million tonnes of waste. Of the 8.5 million tonnes we sent for treatment, 87% was sent to re-use, recycling or recovery and transformed into valuable resources. Our carbon intensity dropped by 6% and we avoided 1.2 million tonnes of CO₂e on behalf of our customers through energy generation and the recovery of materials.

12 MILLION TONNES
OF WASTE HANDLED

7.4 MILLION TONNES
DIVERTED FROM LANDFILL
87% of the 8.5 million tonnes
of waste sent for treatment

6% REDUCTION IN
CARBON INTENSITY

1.2 MILLION TONNES
OF CO₂e AVOIDED

34% MORE TRAINING
to over 100,000 hours

57% MORE
APPRENTICES

8,092 HOURS OF
VOLUNTEERING

£3.7 MILLION
CONTRIBUTED
to over 200 community projects

6,841 EMPLOYEES

5% REDUCTION IN
PERSONAL INJURIES



That commitment to developing our people and ensuring we impact positively on our planet as part of our standard business model means that the final element of our triple bottom line also benefits. Financially, we grew strongly in 2024 with new contracts and acquisitions leading to impressive financial results – a 14% increase in turnover, net profits ahead of target and capital investment increasing to £30 million.

We serve over a third of the UK’s household waste management requirements, an achievement realised whilst also meeting our ambitious £3 billion social value target a full six years ahead of expectation.

By aligning purpose with growth, I’m pleased to say we turned 2024’s challenges into opportunities and this sustainability report is just a snapshot of the hard work, innovation and passion that define the SUEZ recycling and recovery UK team.

From our frontline and operational colleagues to our technical teams and support staff, I’m proud to say that our workforce has proven that the companies that do better, do better.

Best wishes,

John Scanlon
Chief Executive Officer
SUEZ recycling and recovery UK



**£3.2 BILLION SOCIAL
VALUE CREATED**
£2.88 created for every £1 spent

**14% TURNOVER
GROWTH**

**£30 MILLION
CAPITAL INVESTMENT**

**79 LOCAL AUTHORITY
CONTRACTS**

**10.3 MILLION
HOUSEHOLDS SERVED**
36.5% of the UK

**4,800 TONNES OF HOUSEHOLD
ITEMS REUSED**

**34,400 BUSINESSES
SUPPORTED**

- **5,100 local actions** led by our sustainability champions
- **All permitted sites** in Environment Agency compliance bands A and B
- **EcoVadis gold medal** for sustainability retained



By aligning purpose with growth, I’m pleased to say we turned 2024’s challenges into opportunities and this sustainability report is just a snapshot of the hard work, innovation and passion that define the SUEZ recycling and recovery UK team.

A global commitment

At SUEZ, our entire business is built on seeing the value in waste, but it's about more than economics.

Our triple bottom line is fundamental to our approach, measuring success not just by profit but also by our impact on the planet and the wellbeing and engagement of our people and the communities we serve.

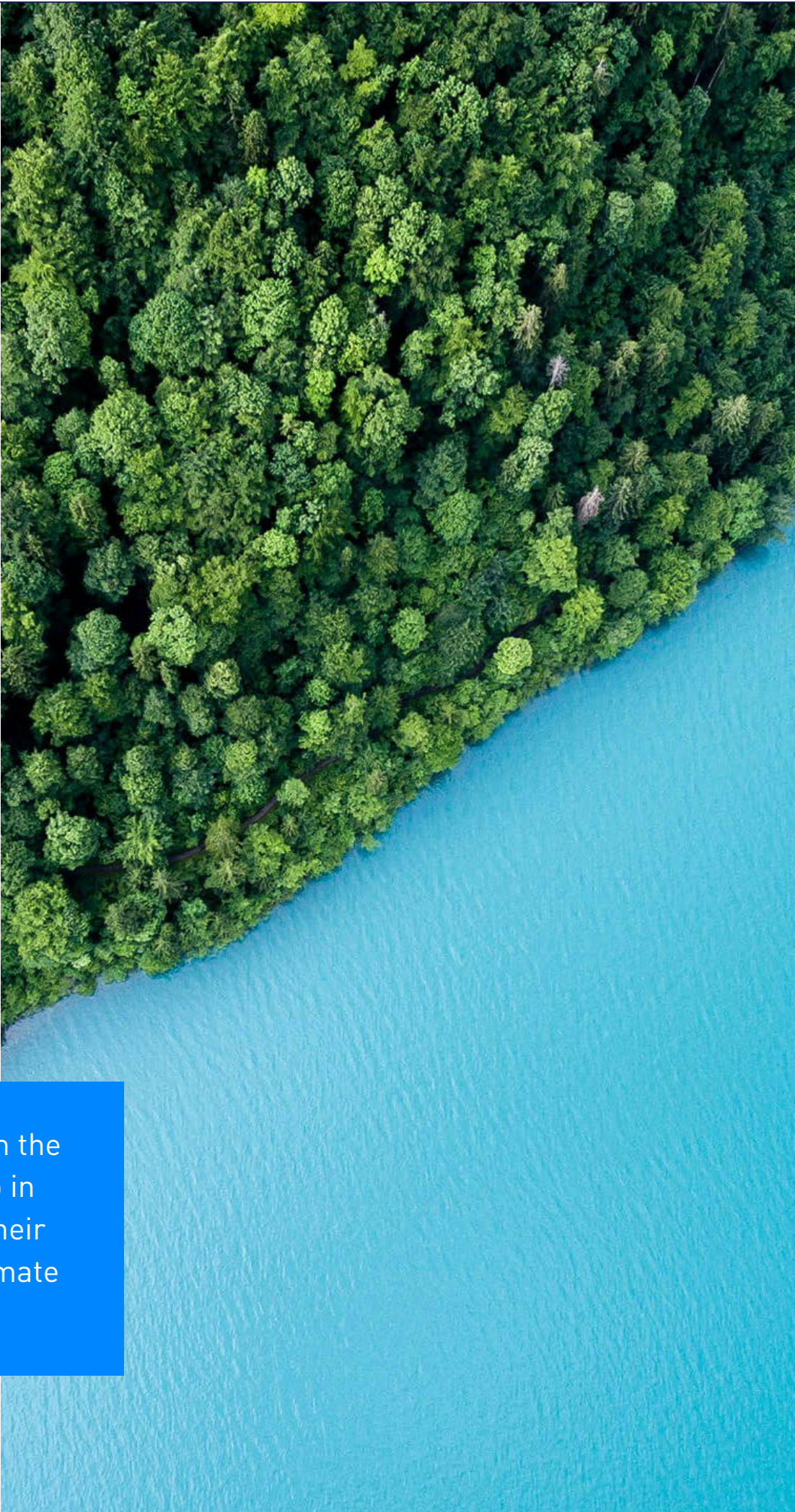
These three pillars of people, planet and profit are the bedrock of our company, and the strategic goals that sit within them are the heart of what we do.

All of the activity in this report is part of a wider global commitment. As a member of the SUEZ Group, an international leader in water and waste management, we are an integral part of an organisation with a 160-year track-record in delivering essential services and which now serves almost one billion people in 40 countries.

SUEZ Group's mission aligns with our own, enhancing the benefits our work brings to the environment and the people and communities we work alongside.

- **Climate**
Reducing greenhouse gas emissions and increasing renewable energy use.
- **Nature**
Rolling out nature action plans and improving sorting efficiency to boost recycling.
- **Society**
Fostering a safe and inclusive workplace, and supporting local communities.

In February 2024, SUEZ Group received a double A-rating from the Carbon Disclosure Project (CDP), recognising their leadership in climate and water stewardship. This rating was awarded for their efforts in reducing greenhouse gas emissions, adapting to climate risks and ensuring sustainable water resource management.



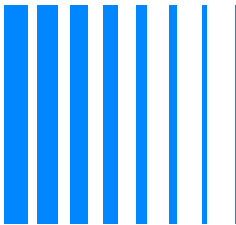
A sustainable future

Our overarching aim is to build a sustainable future that doesn't cost the earth.

But the linear economy in which we operate is costing the earth – using valuable and increasingly limited natural resources to create products that, from the moment they roll off a production line, are destined for disposal. Climate change, resource scarcity and the breakdown of biodiversity have been the driving forces behind our transformation into a business that is a UK leader in re-use, repair, recycling and energy recovery, because we want to be part of the solution.

This is why SUEZ recycling and recovery UK's corporate strategy to 2030 is guided by nine goals — three for each pillar of the triple bottom line of people, planet and profit. These goals aren't just high-level ideals, they are a daily guide for our policies, decisions and actions. They serve as a constant reminder that every person at SUEZ contributes to our collective success aligned with our unwavering commitment to support our customers.

The following pages demonstrate what we have achieved against each of these goals in 2024, delivering value that is truly sustainable.



People

Keeping our people safe

Reduce the number of lost time accidents each year, aspiring to achieve zero accidents.

Engaging our people

Maintaining SUEZ as a great place to work with a respectful, inclusive and diverse workforce.

Positively impacting society

Create more social value each year, working towards £3 billion created in 2030.

Planet

Going beyond net zero carbon

Become carbon positive by preventing more carbon than we generate by 2040.

Enhancing and supporting nature

Continue to improve biodiversity across all our sites each year.

Using less and reusing more

Help our customers reduce waste and reuse more, creating solutions to reuse 5,000 tonnes of material by 2030.

Profit

Growing our business

Increase our revenue by at least 50%, to reach £1.5 billion by 2030.

Improving our profitability

Grow our profitability faster than revenue by focusing on our continuous improvement innovations.

Investing in our future

Generate sufficient cash to fund the investment in our blueprint programme up to 2030.

People

Sending everyone home safe at the end of the day is our overriding priority. Our commitment to our people also extends beyond this to their wellbeing, development and our shared sense of purpose – working together to protect the environment, build a sustainable future and give back to local communities.

+ Keeping our people safe

+ Engaging our people

+ Positively impacting society

Keeping our people safe

Safety is our top priority, not just a metric on a spreadsheet.

In 2024, we maintained our track record in zero fatalities and saw a 5% reduction in personal injuries, from 702 to 665.

Although a longer term downward trend in lost-time accidents and those reportable to the authorities under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) continued, there was an increase in both metrics on the previous year from 56 to 77 and 19 to 25 respectively. Our investigations highlight the importance of maintaining vigilance and avoiding complacency by reinforcing the reasoning behind our safety measures.

We invested heavily in training and technology to boost safety awareness and drive down risk, introducing a new digital platform, EcoOnline, which allows employees and contractors to report incidents, near misses and safety visits in real time using their mobile phones. This streamlined approach frees up our teams to focus on proactive safety measures and getting to the root cause of issues.

Our Safety in Mind programme, coupled with a holistic approach to occupational health and wellbeing, is at the core of our strategy. More than 200 colleagues completed our First Aid for Mental Health training and our Wellbeing and Inclusion team provided individual support to a further 138 people.



One industry-wide problem – fires caused by incorrectly discarded batteries – was a major focus for our work in 2024. Between 2022 and 2023, fires at UK waste facilities are estimated to have increased by as much as 70% as a result of lithium-ion batteries. As part of an updated fire strategy, we are exploring new technologies for detecting and tackling battery fires and have committed to invest £2 million a year in fire protection systems from 2025. We are also actively supporting public and industry education campaigns and legislative changes to promote battery recycling.

- 1,618 MANAGERIAL SAFETY VISITS
- 8,602 HAZARD OBSERVATIONS
- 6,675 NEAR MISS REPORTS
- 39 WELLNESS FOR ALL WEBINARS
- 655 PERSONAL INJURY ACCIDENTS
- 77 LOST-TIME ACCIDENTS
- 25 RIDDOR-REPORTABLE ACCIDENTS
- 2,200+ EMPLOYEE HEALTH SURVEILLANCE CHECKS

73,076 SAFETY IN MIND CONVERSATIONS
up 44%

34,834 VIGIMINUTE DYNAMIC RISK ASSESSMENTS
up 78%

Engaging our people

A healthy, engaged workforce is the heart of a successful business.

Our aim is to be a place where people genuinely want to work, and the fact that we celebrated 199 colleagues reaching their 10th anniversary with us in 2024 proves we’re on the right track!

We also welcomed 770 new employees, bringing our total workforce to almost 7,000 without sacrificing engagement – achieving a score of 63%, a testament to our efforts in fostering an inclusive and supportive culture.

Almost 80% of our workforce took part in some form of training in 2024 – with 29,806 courses completed and the annual average of training hours per employee increasing from 13 hours to 15. Overall, we increased training hours by 34% to over 100,000 hours, ensuring our teams are equipped with the skills and knowledge to stay safe.

To ensure our people are heard, we listen. Our annual Pulse employee survey saw a fantastic response rate of 76% – a clear signal that our teams are eager to contribute their ideas and provide feedback on priorities and programmes across the organisation.

We celebrated our people in new ways too. The inaugural SUEZ Star Awards recognised outstanding contributions in service of our customers, people and planet. With 378 nominations, the awards highlighted the incredible talent and dedication across our company. Whether it was a team’s quick response to a critical health incident or a colleague’s innovative re-purposing of old olive barrels as water butts, these stories showcased our values in action and became the inspiration for activities across all of our sites.



147 PEOPLE PROMOTED

76% PULSE SURVEY RESPONSE RATE

103,932 HOURS OF TRAINING
up by a third from 2023

80% PERCENTAGE OF WORKFORCE TRAINED

29,806 TRAINING COURSES COMPLETED
up 12% from 2023

63% EMPLOYEE ENGAGEMENT SCORE
8 points above the global benchmark

1,369 LEADERSHIP DEVELOPMENT PROGRAMME COMPLETIONS

199 PEOPLE RECEIVED 10 YEAR LONG-SERVICE AWARD

66 PEOPLE RECEIVED 20 YEAR LONG-SERVICE AWARD

1 PERSON RECEIVED 30 YEAR LONG-SERVICE AWARD
taking the total to 80 people

40 SUEZ STAR AWARD WINNERS
selected from 378 nominations



HeartSmart: Saving Lives

Selecting British Heart Foundation (BHF) as a new charity partner, alongside our longstanding relationship with Macmillan Cancer Support, encouraged us to get HeartSmart in 2024 and address one of the issues that we know from our data has touched so many of our colleagues’ lives.

The HeartSmart initiative was developed to help our workforce learn about and take charge of their own cardiovascular health and empower them to help others. Within a few months of its launch, it had already saved lives.

Over 1,279 colleagues took part in British Heart Foundation's RevivR CPR training – one of the biggest corporate responses to the app that British Heart Foundation has seen – where in just 15-minutes staff learned how to perform CPR.

SUEZ also installed 230 defibrillators across its estate, ensuring that staff were trained to use them in an emergency. These devices were deployed 17 times in 2024 – proving quite literally a life saver for members of the public and staff alike.

HeartSmart was more than a campaign – it was about empowering our employees to take control of their health and to be prepared for an emergency, whether with a colleague or a member of the public.

By making a potentially life-saving skill as common as knowing your way around a recycling centre, we have built a more resilient, compassionate and healthy SUEZ.

Positively impacting society

Our commitment to our people extends beyond the workplace. In 2024, our employees demonstrated incredible generosity, volunteering over 8,000 hours and raising an impressive £150,024 for charities, including for our new national charity partner, British Heart Foundation, and longstanding partner Macmillan Cancer Support.

Our work is not just about waste management – it's about building stronger, more vibrant and more sustainable communities. In 2024, we contributed an additional £3.7 million to over 200 community projects.

Our total social value generated increased to an astonishing £3.2 billion – creating positive social, environmental and economic impacts through a diverse range of initiatives in the communities where we operate. We enhanced employability with apprenticeships and supported marginalised and vulnerable groups to overcome barriers to employment. We worked to drive spend with small and medium-sized enterprises (SMEs) in the local economies where we operate and enhance the environment through carbon reduction measures and biodiversity enhancements.

We believe in creating opportunities for everyone. In 2024, we achieved 31st place in the 100 Great British Employers of Veterans list, with 336 employees previously having served their country – and we helped a further 141 people with social mobility and job inclusion programmes, guiding them into meaningful work and helping them to build a brighter future.

All of this meant we hit our £3 billion target well ahead of our 2030 ambition, a milestone we're incredibly proud of. Our social value ratio increased to £2.88, meaning for every pound of economic value we created, we generated an additional £2.88 in social value. Reflecting our commitment to continuous improvement, not content with this, we upgraded the tool we use to calculate social value to align with developments in best practice, adjusting our baseline accordingly to allow us to set a new target for the second half of the decade.

£3.2 BILLION SOCIAL VALUE CREATED
£2.88 created for every £1 spent, well ahead of our 2030 ambition

£3.7 MILLION CONTRIBUTED
to over 200 community projects

Diversity and inclusion

Our workforce is 84.5% male and 15.5% female with 28% of management positions held by females, up 3% since 2021.

Our inclusion and diversity network was enhanced in 2024 with the addition of a cancer support network, bringing the total number of sub-networks to seven.

We introduced adjustment passports, an initiative developed by the disabilities network, these passports smooth the switch to new roles or locations.

We launched a neurodiversity guide for managers.





SUEZ and Surrey support second chances at HMP Downview

Positively impacting society as part of our everyday operational activity is possible because our culture encourages a mindset that looks to add social value wherever we can.

One great example of this is our partnership with Surrey County Council on whose behalf SUEZ operates 14 community recycling centres, five waste transfer stations and five Revive re-use shops across Surrey.

Since 2018, SUEZ has worked with New Futures Network helping prisoners at HMP Ford to repair medical equipment left at recycling centres, providing transferable skills training for inmates and diverting items such as walking aids away from disposal and back into use within the NHS and even Ukraine.

Last year, a similar initiative was extended to HMP Downview in the form of an innovative furniture upcycling workshop which sees furniture discarded at the Surrey recycling centres given a second chance by female prisoners.

The workshop, which is designed to look like a professional, branded work space, provides participants with hands-on experience in furniture restoration and upcycling, enabling them to work towards a valuable City & Guilds qualification. This approach offers crucial practical skills and qualifications which are important factors in reducing re-offending and has proved so popular, there is a waiting list to join.

Once upcycled, the items are sent to the county’s five re-use shops to be sold, proving that for the furniture – and the women – a second chance is often all that is needed to start a new and better life.



Planet

Our vision is a society with no more waste and we have re-engineered our business to treat waste as a valuable resource that can be repaired, reused, recycled or used for energy recovery, with landfill a very last resort.

**+
Going beyond
net zero carbon**

**+
Enhancing and
supporting
nature**

**+
Using less
and reusing more**

We are pioneers of the circular economy operating a nationwide network that includes re-use facilities, household waste recycling centres (HWRCs), materials recycling facilities (MRFs), composting facilities, wood processing facilities, anaerobic digestion facilities and energy-from-waste facilities – all designed to recover value from waste in the form of reusable or repairable goods, recyclable material and renewable energy.

All of our activity aims to reduce reliance on scarce natural resources and prioritise re-use and repair – an activity which increased by 17% last year and continues to garner international attention and acclaim.

As well as our core business, we are at the forefront of the UK’s transition to a more circular economy – working with government, businesses and other partner organisations to promote circularity. In 2024, our role in helping the UK to meet its net zero challenge expanded with positions on both the government’s Net Zero and Circular Economy taskforces, acknowledging the importance of the waste sector as crucial failsafe mechanism and partner in the circularity chain.

Our commitment to the environment extends beyond our operations and is inherent in the way we work. From our renewed ISO14001 certification, procurement practices and our network of site-based champions, we are driving more sustainable ways of working to protect nature and reduce carbon emissions.



All permitted sites in Environment Agency compliance bands A and B

Dispensing with waste for Cofresco

The award-winning Return to Recycle initiative devised by Cofresco Foodservice and SUEZ is a great example of how taking responsibility for products at the end of their life can be a savvy – as well as sustainable – business decision.

Cofresco’s Wrapmaster® dispenser is a staple in all professional kitchens – but recycling the casing was tricky due to its metal and plastic construction. In autumn 2024, SUEZ partnered with Cofresco to create a circular solution for the issue, devising a campaign that invited customers to send their end-of-life food wrap dispensers, regardless of brand, back to Cofresco and in return receive a voucher for a free Wrapmaster dispenser.

The old dispensers are collected by SUEZ and sent to a plastics reprocessor where they are shredded, washed and separated into polymers and metals, which are then reprocessed into high-quality, secondary raw materials.

This collaboration is more than a service agreement, it is the foundation for Cofresco’s long-term sustainability roadmap where they eventually hope to see the polymers from Return to Recycle become new, kitchen-ready Wrapmaster® systems.

This programme demonstrates how innovative alliances are fundamental to delivering tangible, scalable circular solutions that provide significant environmental and operational benefits to our stakeholders and their customers.



Going beyond net zero carbon

Climate and environmental protection is the ‘why’ of our core business.

By safely processing waste, we prevent harmful emissions and create energy from the things we can’t reuse or recycle. In 2024, we sent over 8.5 million tonnes of waste for treatment, diverting 87% from landfill through our own operations and third-party sites – an action that saved nearly 1.2 million tonnes of CO₂e for our customers through energy generation and material recovery.

We also focused on our own carbon footprint, achieving a 6% reduction in our carbon intensity. This improvement was associated with a range of initiatives, including improved landfill gas capture and utilisation, a slight reduction in energy-from-waste throughput and associated fossil content of the waste, together with successful trials of lower-carbon Hydrotreated Vegetable Oil (HVO) fuel for our trucks.

We updated the way we calculate our carbon emissions to align with evolving best practice on the application of the Greenhouse Gas (GHG) Protocol in this complex area:

- We now report emissions proportional to our share of the operational control of each facility. This approach also applies to avoided emissions.
- Emissions associated with energy generated by third party facilities we supply waste to are now excluded in line with the GHG Protocol.
- Emissions from energy-from-waste are calculated using stack emissions and the fossil carbon content of waste ascertained through either composition analysis or Carbon-14 analysis, improving accuracy compared to the previous methodology which was based on tonnage throughput and an average fossil content of the waste.



6% CARBON INTENSITY REDUCTION
to 0.13tCO₂e per tonne of waste handled

NEARLY
1.2 MILLION TONNES OF CO₂e AVOIDED
CARBON EMISSIONS FOR CUSTOMERS
increased by 2%

£600,000 INVESTED IN CARBON CAPTURE

495,000 MEGAWATT HOURS OF THERMAL ENERGY GENERATED

1.5 MILLION MEGAWATT HOURS OF ELECTRICITY GENERATED

Cemex cuts carbon footprint with Climafuel®

Our Malpass Farm facility in the heart of Rugby is a shining example of how waste can become a resource. In partnership with Cemex, a global leader in building materials, we achieved a remarkable milestone in 2024: supplying one million tonnes of Climafuel® to their cement plant. This isn't just about numbers – it's a story of innovation, sustainability and collaboration.

Climafuel® is a high-energy alternative fuel that we make from non-recyclable waste from homes and businesses. An alternative to coal and fossil fuels, Climafuel® continues to be useful even after use as the residual ash from combustion is incorporated into the final cement product.

This partnership has had a huge impact. By providing Climafuel®, we've helped Cemex reduce its coal consumption by over 750,000 tonnes, drastically cutting their carbon footprint. This not only supports Cemex's goal to reach carbon neutrality, but also provides a sustainable solution for a significant amount of waste that could otherwise go to landfill.



'... a story of innovation, sustainability and collaboration'

Environment Minister Mary Creagh, visited Malpass Farm in December 2024 to celebrate the significant milestone.

Enhancing and supporting nature

We must all take our responsibilities for environmental protection and supporting nature seriously. At SUEZ, we believe in doing our utmost to nurture a thriving natural world through our activities, our investments and our partnerships.

In 2024, our sustainability champions across our sites led more than 5,100 local actions. These initiatives ranged from litter picks, energy efficiency and procuring sustainably to planting 1,167 trees and 2,695 metres of hedgerows, creating habitats and enhancing biodiversity in local areas.

We also introduced new minimum standards for all our sites, setting clear benchmarks for eliminating single-use plastics, enhancing biodiversity and contributing to communities. This ensures that every SUEZ location is a hub of sustainability, not just a waste management site.

97% OF SITES HAVE A SUSTAINABILITY CHAMPION

OVER **5,100** SUSTAINABILITY ACTIONS TAKEN

1,167 TREES PLANTED

2,695 METRES OF HEDGEROW PLANTED

10 HECTARES OF LAND RESTORED



Using less and reusing more

SUEZ is leading the charge on re-use as a core element of the circular economy.

UK households and businesses throw away two million tonnes of electrical appliances annually and 70 million household items worth over £2 billion.

This significant waste stream presents an enormous opportunity for the circular economy, which SUEZ is actively seizing through its network of re-use shops and hubs. 2024 saw our network grow in the southwest to span from Aberdeen in the north to Cornwall, where we opened our first Kernow re-use shops in Falmouth, Truro and St Austell. In Devon, we opened the Brunel Bike Hub and expanded our electrical repair operations to includes guitar amps and games consoles. In total, in 2024 SUEZ diverted 616,000 items from disposal – over 4,805 tonnes of reusable items that would have gone to waste.

The company's commitment to re-use is exemplified by its work to develop a wider re-use economy and support others in starting their own re-use operations. Partnering with Keep Britain Tidy, we commissioned research with customers at our re-use shops to understand what drives people to buy reused items and shared the findings in [Choose to reuse – Customer insights from SUEZ re-use shops](#), so others could learn from our experiences.

That wasn't our only work with Keep Britain Tidy in 2024, we were also part of a collaborative research project they led to explore how organisations like ours can better engage the public on preventing waste, with the resultant guide including a re-imagined waste hierarchy that gives greater prominence to re-use and repair.

The potential benefits to be gained from bringing re-use into the mainstream are significant – SUEZ's data shows that if every UK household reused just two extra items a year, it would divert 23 million items from disposal, generate £1.5 billion for local economies and create 74,200 skilled jobs. By proactively championing re-use and repair, SUEZ is proving that it's possible to create a more resource-efficient and sustainable future that benefits both the planet and people.

616,000 ITEMS DIVERTED FOR RE-USE

'if every UK household reused just two extra items a year, it would divert 23 million items from disposal, generate £1.5 billion for local economies and create 74,200 skilled jobs'



Circularity and social value from Greater Manchester's Renew Hub

SUEZ took on the Greater Manchester Combined Authority (GMCA) waste contract in 2019 and from there has gone on to create one of the largest and most sophisticated operations in Europe.

Items dropped off at recycling centres across Greater Manchester are repaired and readied for resale at the Renew Hub, the nerve centre of the operation in Manchester's Trafford Park. From there, they are sent to one of the region's three Renew shops or sold online via popular shopping platforms.

Since it launched, Greater Manchester residents have purchased over 443,000 individual items and helped raise over £1.6 million for good causes, including £500,000 to the Greater Manchester Mayor's Charity which has been able to establish a new staff team with a mission to end homelessness in the city.

Renew went from strength to strength in 2024, selling 132,651 items to raise just over £670,000 and prevent 750 tonnes of waste. The range of reused products was expanded with water-based paints available for sale at Arkwright Street Renew Shop.

Profit

We firmly believe that our commitment to people and planet is the reason we continue to thrive financially as a business and our strong financial performance throughout 2024 is further proof that a sustainable business model is also a profitable one.

**+
Growing
our business**

**+
Improving
our profitability**

**+
Investing
in our future**

Growing our business

Our business grew strongly throughout 2024, with turnover increasing by 14%.

This growth was driven by winning more municipal and commercial contracts and expanding our reach and impact. We now serve nearly 10.3 million households and over 34,000 businesses, a clear indication of the trust our customers place in us.

We're proud to see our customer satisfaction scores increase again. This tells us that our focus on providing high-quality, reliable services is resonating. After two key acquisitions completed in the final quarter of 2023 – Devon Contract Waste and F&R Cawley – in 2024 we successfully integrated these new teams and operations to become a more resilient and capable organisation.

10,268,500 HOUSEHOLDS SERVED
36.5% of the UK

34,400 BUSINESSES SUPPORTED
6% increase

89% CUSTOMER SATISFACTION SCORE
3% increase

New contracts improving sustainability across the UK

Our municipal portfolio expanded significantly in 2024 with the addition of new contracts in collection, street cleansing and treatment operations. These included contracts with Luton Borough Council, Southend-on-Sea City Council and South Gloucestershire Council. These new eight-year agreements, totalling hundreds of millions of pounds in value, solidify SUEZ's role as a key partner in driving improved recycling rates, reducing environmental impact and delivering enhanced services for local communities.

LUTON BOROUGH COUNCIL
SERVICE COMMENCEMENT OCTOBER 2024

Waste treatment, recycling and transfer stations

Introducing shops at the two household waste recycling centres, supporting re-use apprenticeships and STEM projects, and driving recycling to achieve a 60% target.

SOUTHEND-ON-SEA CITY COUNCIL
SERVICE COMMENCEMENT APRIL 2025

Recycling, waste collections, street cleansing, household waste recycling centres and transfer station

Transition to a full wheeled bin, alternate weekly collection scheme, new resident app, partially electric street cleansing fleet and a revival of two re-use shops.

SOUTH GLOUCESTERSHIRE COUNCIL
SERVICE COMMENCEMENT AUGUST 2025

Kerbside household and commercial waste and recycling collections

Improved in-cab systems, a new resident app and the flexibility to expand the range of materials collected at the kerbside, including flexible plastic packaging.

Driving recycling and the circular economy

A core objective across all three contracts is to increase recycling rates and champion the principles of the circular economy.

➤ Re-use and repair

SUEZ is expanding its national network of 33 shops by introducing new or revived facilities at household waste recycling centres in Luton and Southend-on-Sea. In Southend, 100% of the profits from these shops will benefit a local charity partner, aligning with SUEZ's social value commitment. The company will also use educational initiatives and community workshops to raise awareness among residents.

➤ Service innovation

In Southend, the move to a full wheeled bin alternate weekly collection scheme from October 2025 is anticipated to significantly reduce non-recyclable waste and boost recycling. In South Gloucestershire, the contract provides the flexibility to expand kerbside collection to include more materials over time, such as flexible plastic packaging, building on the council's already high recycling rate of 58.6%.



Environmental and technological advancements

SUEZ is committed to supporting local authorities in achieving their net-zero goals through strategic investments in technology and fleet optimisation.

➤ Carbon reduction

In Southend, the contract includes an annual commitment to decrease CO₂ emissions by over 4,000 tonnes. This will be supported by a partially electric street cleansing fleet, the use of Hydrotreated Vegetable Oil (HVO) for all plant machinery and route optimisation to minimise vehicle mileage.

➤ Digital engagement

All three contracts feature plans for new digital solutions to enhance customer service. This includes the launch of dedicated resident apps in South Gloucestershire and Southend-on-Sea, making it easier for people to check collection days, report issues and access service information. South Gloucestershire will also see upgraded in-cab systems for better live reporting and monitoring of operations.

Commitment to social value and local communities

Our new contracts demonstrate our values – and the triple bottom line – in action.

Here's how we embed social value from the start:

➤ Skills and education

In Luton, SUEZ will support the town's ambition to become a net zero town by 2040 by providing local apprenticeships and funding local repair and STEM projects. This initiative aims to equip young people – Luton has one of the country's youngest populations – with critical skills, essential for a low-carbon economy.

➤ Community benefit

The charitable profits from the shops in Southend-on-Sea will be a direct investment into local services.

Improving our profitability

Our focus on efficiency and continuous improvement ensured that our growth was sustainable and profitable.

Net profit and earnings before interest and tax grew at a greater percentage than our turnover, demonstrating our commitment to smart, disciplined financial management.

We launched over 80 lean-led projects during the year, empowering teams across the business to identify and implement improvements that boost efficiency and reduce costs. Our procurement team also played a vital role, increasing our spend with small and medium-sized enterprises by £60 million to £468 million, with nearly £1 million going to voluntary, community and social enterprises.

- Greater Manchester Combined Authority contract extension to 2034
- City of Doncaster Council contract extension to 2028
- South London Waste Partnership contract awarded, extendable to 2032

Chain of value

Our approach to procurement strengthens the links between the supply chain and our social and environmental goals.

In 2024, our supplier spend increased 15% to almost £823 million, of which nearly 57% was with small and medium-sized enterprises. We provide small and medium-sized enterprises and other suppliers with free resources to support their own sustainability journeys through our partnership with the Supply Chain Sustainability School. The school's free resources include webinars with advice from SUEZ's own in-house experts covering modern slavery, scoping and reducing carbon emissions, and understanding social value.

£468 MILLION SPENT WITH SMALL AND MEDIUM-SIZED ENTERPRISES



Terrible Tim

Our experience tells us people learn best when training is relevant, memorable and creates opportunities for interaction and collaboration. These principles formed the basis for the **Terrible TIM WOODS** activity developed by our in-house learning and development specialists, working with colleagues in our transformation and communications teams. TIM WOODS – an acronym for the eight types of waste that are a key principle of Lean thinking – and the supporting activity was designed to help people understand the different waste types and identify them in their own work environment.

The benefits of eliminating these wastes are seen in improved efficiency and sustainability, lower costs and higher productivity. Due to its success, a French version of the activity has been developed for global use across the group.

Investing in our future

To lead the transition to a circular economy, SUEZ continuously invests in future-proofing our business.

In 2024, our capital investment rose by 19% to £30 million, a clear sign of our commitment to growth and innovation.

This investment underpins our 2030 blueprint and targets key areas set to transform the resources sector:

- **Anaerobic digestion**
Increasing capacity to handle nationwide separate food waste collections.
- **Carbon capture**
Committing £600,000 to engineering designs for carbon capture at our Teesside energy-from-waste facilities, preparing us for connection to the East Coast Cluster pipeline.
- **Low-carbon solutions**
Developing new low-carbon fuels and enhancing technology for material sorting.

Beyond major projects – like starting construction on a large new sorting and transfer facility in Cornwall and completing a leachate treatment plant in Lancashire – we focus on operational excellence. Four more sites achieved the ISO 55001 standard for asset management in 2024.

Crucially though, we are investing in people, growing our apprentice cohort by 57% and providing 28 work experience opportunities, ensuring we nurture the talent needed to tackle tomorrow’s sustainability challenges.



57% MORE APPRENTICES

£30 MILLION CAPITAL INVESTMENT

80+ CONTINUOUS IMPROVEMENT PROJECTS

The final word

For SUEZ, 2024 was the year that consolidated the waste industry as a dynamic and essential player in achieving the UK’s sustainability goals and advancing the circular economy. We saw political upheaval, but also acknowledgement and acceptance that a linear economy and a sustainable future are incompatible partners.

This paradigm shift has seen our senior team taking up positions on key advisory bodies such as the Net Zero Council and the Circular Economy Task Force where together with other sustainability and industry experts, we have been able to guide, advise and contribute at a truly meaningful level.

We look forward to the coming year and will continue to innovate to find solutions for our clients – and our climate – and report on them for our customers, staff and stakeholders.





Performance data

People

Human resources		2022	2023	2024	SDG
Total employees	Nº	5,581	6,069	6,841	8
Total male employees	Nº	4,684	5,117	5,780	5
Total female employees	Nº	897	979	1,061	5
Percentage of women in management positions	%	26	27.8	28	5
Gender Pay Gap (UK)	%		-7.46	-9.43	10
Veterans employed (ex-military)	Nº	288	320	336	10
Beneficiaries of social mobility and job inclusion programmes	Nº		203	141	10
Total new apprenticeships	Nº	48	53	83	4
Pulse response rate	%		66	76	8
Pulse engagement score	%		65	63	8
Total training hours	hrs	67,336	77,329	103,932	4
Average training hours per employee	hrs	12	13	15	4
First aid for mental health awareness	Nº	151	170	217	3
Hours volunteered	hrs	6,538	5,838	8,092	13

10111517

Health and safety		2022	2023	2024	SDG
RIDDOR incidence rate	Nº	515	320	374	3
Injury severity rate	Nº	172	107	107	3
Injury frequency rate	Nº	9.03	5.29	6.38	3
H&S prosecutions	Nº	0	0	0	16
H&S improvement notices	Nº	0	0	0	16
Prohibition notices	Nº	0	0	0	16
Safety in Mind conversations	Nº	42,827	50,680	73,076	3
Hazards reported	Nº	4,821	6,693	8,602	3
Near misses reported	Nº	7,590	6,954	6,675	3
Vigiminutes (dynamic risk assessments)	Nº	15,041	19,585	34,834	3
Managerial safety visits undertaken	Nº	577	810	1,618	3
Fire incidents (including the identification of materials that could cause a fire)	Nº	633	830	914	3

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→ www.un.org/sustainabledevelopment

People

Social value		2022	2023	2024	SDG
Total social value	£B	2.6	2.7	3.2	<div><div>123</div><div>456</div><div>789</div><div>1011</div><div>1213</div><div>1415</div><div>1617</div></div>
Societal benefit of social impact (Social Return on Investment)	£M	162.9	177.3	132.0	<div><div>234</div><div>510</div></div>
Societal benefit of environment impact	£M	230.7	249.2	192.4	<div><div>6</div></div>
Societal benefit of economic impact	£B	2.2	2.3	2.9	<div><div>18</div><div>911</div><div>1617</div></div>
Social value ratio	£	2.05	2.06	2.88	<div><div>123</div><div>456</div><div>789</div><div>1011</div><div>1213</div><div>1415</div><div>1617</div></div>

† The Doncaster Environment Fund is derived from profit generated by the sale of waste electrical and electronic equipment, which was significantly reduced by market changes in 2024.

◇ Revised for consistency of calculation

Communities

		2022	2023	2024	SDG
Monies contributed to good causes	£M	3.80	5.16	3.72	<div><div>131011</div><div>141517</div></div>
Projects supported by SUEZ Communities Fund (England)	Nº	48	78	60	<div><div>131011</div><div>141517</div></div>
Monies granted/contributed by SUEZ Communities Fund (England)	£M	1.5	2.25	1.5	<div><div>131011</div><div>141517</div></div>
Projects supported by SUEZ Communities Fund (Scotland)	Nº	20	29	17	<div><div>131011</div><div>141517</div></div>
Monies granted/contributed by SUEZ Communities Fund (Scotland)	£M	0.5	0.72	0.2	<div><div>131011</div><div>141517</div></div>
Projects supported by Lancashire Environmental Fund	Nº	68	58	52	<div><div>131011</div><div>141517</div></div>
Monies granted/contributed by Lancashire Environmental Fund	£M	1.3	1.5	1.3	<div><div>131011</div><div>141517</div></div>
Recycle 4 Greater Manchester Community Fund and donation to the Greater Manchester Mayor's Charity Fund	£	320,000	320,000	320,000	<div><div>131011</div><div>141517</div></div>
Monies granted/contributed by SUEZ Doncaster Environment Fund and Forum	£	15,000	15,000	1,000 [†]	<div><div>131011</div><div>141517</div></div>
Monies granted/contributed by SUEZ to St Dennis and Nanpean Community Trust	£	70,621 [◇]	99,493	78,420	<div><div>131011</div><div>141517</div></div>
Monies granted/contributed by Kirkby Neighbourhood Community Fund	£	55,000	55,000	50,000	<div><div>131011</div><div>141517</div></div>
Monies granted/contributed by SUEZ to Somerset SWEEP Fund and Somerset Contract Fund Commitments	£		161,052	166,812	<div><div>131011</div><div>151617</div></div>
Monies granted/contributed by SUEZ to Surrey Revive	£		10,624	17,045	<div><div>131011</div><div>141517</div></div>
Monies granted/contributed by SUEZ to Aberdeen Reuse Community Fund	£			5,000	<div><div>131011</div><div>141517</div></div>
Monies granted/contributed by SUEZ sponsorships	£		295,304	241,387	<div><div>131011</div><div>141517</div></div>
Number of visitor centres	Nº	12	12	12	<div><div>41112</div></div>
Monies raised for charity	£	113,765	219,421	150,024	<div><div>123</div></div>

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Planet

Environmental compliance

		2022	2023	2024	SDG
Sites permitted by Environment Agency (England) and Natural Resources Wales (Wales)	Nº	291	294	297	16
Sites in compliance bands A and B	Nº	286	290	297	16
Percentage of sites in bands A and B	%	98.3	98.6	100.0	16
Sites in band C and D	Nº	5	4	0	16
Percentage of sites in band C and D	%	1.7	1.4	0.0	16
Average score per compliance assessment report	Nº	0.54	0.35	0.32	16
Sites permitted by Department of Local Government and the Environment (Isle of Man)	Nº	1	1	1	16
Sites permitted by Scottish Environmental Protection Agency (Scotland)	Nº	14	15 [†]	15	16
Environmental enforcement notices issued	Nº	0	0	0	16
Environmental prosecutions received	Nº	0	0	0	16

Resource consumption

		2022	2023	2024	SDG
Fuel	l	24,079,178	24,469,925	26,573,443	12
Gas	MWh	13,078	10,476	16,572	12
Electricity	MWh	52,225	56,083	58,385	12
Mains water	m³	1,250,980	1,480,477	1,317,650	12

Carbon[♦]

		2022	2023	2024	SDG
Scope 1 direct greenhouse gas emissions	tCO _{2e}	483,398	543,591	465,556	13
Scope 2 indirect greenhouse gas emissions (location based)	tCO _{2e}	8,502	8,279	7,919	13
Scope 2 indirect greenhouse gas emissions (market based)	tCO _{2e}	0	0	0	13
Scope 3 indirect greenhouse gas emissions (GHG Protocol)	tCO _{2e}	626,321	742,451	781,061	13
Total emissions (location based)	tCO _{2e}	1,118,221	1,294,320	1,254,536	13
Total emissions (market based)	tCO _{2e}	1,109,719	1,286,042	1,246,617	13
Emission per tonne handled (location based)	tCO _{2e}	0.12	0.14	0.13	13
Emission per tonne handled (market based)	tCO _{2e}	0.12	0.14	0.13	13
Avoided greenhouse gas emissions	tCO _{2e}	1,182,185	1,132,047	1,155,552	13
Net emissions (location based)	tCO _{2e}	-63,965	162,273	98,984	13
Net emissions (market based)	tCO _{2e}	-72,467	153,995	91,065	13
Emission avoided per tonne of carbon emitted (location based)	tCO _{2e}	1.06	0.87	0.92	13
Emission avoided per tonne of carbon emitted (market based)	tCO _{2e}	1.07	0.88	0.93	13

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† Revised to exclude facility operated under third-party permit
♦ Calculations updated to align with evolving best practice on the application of the Greenhouse Gas (GHG) Protocol

Planet

Energy		2022	2023	2024	SDG
Total electricity generated	MWhe	1,637,386 [†]	1,672,348	1,510,438	7
Electricity generated from landfill	MWhe	242,493	235,808	244,742	7
Electricity generated from energy-from-waste, gasification and anaerobic digestion	MWhe	1,394,748	1,435,953	1,264,906	7
Electricity generated from wind and solar	MWhe	145	587	790	7
Thermal energy generated	MWhth	246,223	343,191	495,814	7

Biodiversity		2022	2023	2024	SDG
Area of land restored	ha	1.0	57.2	10.3	15
Trees planted on SUEZ sites	Nº	22,029	9,665	461	15
Trees planted in the local community (excluding SUEZ sites)	Nº	1,208	754	706	15
Length of hedges planted	m	40	0	2,695	15

Waste		2022	2023	2024	SDG
Total waste collected	k t	1,580	1,640	1,909	12
Municipal waste collected at kerbside	k t	601	668	813	12
Municipal waste collected at household waste recycling centres	k t	531	567	619	12
Industrial and commercial waste collected (including sub contract)	k t	447	405	477	12
Total waste treated and/or transferred through our facilities	k t	10,140	9,896	10,131	12
Total non-hazardous waste sent for treatment	k t	8,304	8,073	8,523	12
Total non-hazardous waste diverted from landfill for re-use, recycling or recovery	k t	6,715	6,670	7,396	12
Non-hazardous waste treated by SUEZ facilities	k t	5,599	5,284	5,550	12
Non-hazardous waste sent for treatment or transfer by third parties	k t	2,705	2,789	2,973	12
Total sent for re-use	t	3,027	4,108	4,805	12
Total items sent for re-use	Nº	390,944	509,550	615,953	12
Total non-hazardous waste sent for recycling	k t	800	762	957	12
Total food/green waste sent for recycling	k t	633	676	858	12
Total non-hazardous waste sent for recovery	k t	5,471	5,192	5,507	12
Total non-hazardous waste sent for disposal	k t	980	916	1,127	12
Total hazardous waste sent for treatment	k t			69	12
Compost produced	k t	73	77	65	12
Alternative fuels produced	k t	1,201	1,119	1,133	12

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† Revised to include electricity generated from wind and solar

Profit

Financial		2022	2023	2024	SDG
Annual turnover	£M	1,003.59	1,037.32	1,185.10	8
Investment in facilities, research and development	£M	22.89	25.75	30.72	911
Landfill tax recovered	£M	41.21	36.39	36.50	17
Total supply chain spend	£M	608.0	712.5	822.9	8
Supply chain SME spend	£M	355.2	406.1	468.1	8
Supply chain SME spend as percentage	%	58	57	57	8
Voluntary, community and social enterprise spend	£M	0.97	1.12	0.98	8

Services		2022	2023	2024	SDG
Municipal contracts	Nº	9	9	10	111217
Households served by municipal collections or treatment services	Nº	10,457,342	10,195,687†	10,268,500	111217
Households served by municipal collections	Nº	771,929	917,100	1,102,400	111217
Households served by municipal treatment services	Nº	9,801,157	9,749,287	9,636,800	111217
Treatment contracts	Nº	84	72	69	111217
Total local authority contracts	Nº	93	81	79	111217
I&C customers (inc. subcontracted)	Nº	24,462	32,451	34,410	111217
I&C customer lifts (inc. subcontracted)	Nº	6,423,200	6,203,421	8,419,651	111217
Collection visits to I&C customers	Nº	3,321,554	3,166,680	4,482,960	111217
I&C lifts per visit	Nº	1.93	1.96	1.88	111217
Customer satisfaction score	%	85	86	89	8
Customer effort score	%	81	83	84	8

Education		2022	2023	2024	SDG
External webinars facilitated	Nº	13	17	14	4
External webinar attendees	Nº	2,211	3,479	2,180	4

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† Revised to account for multi-contract households

Profit

Infrastructure

		2022	2023	2024	SDG
Re-use shops	Nº	30	30	33	12
Household waste recycling centres	Nº	112	112	114	12
Materials recycling facilities	Nº	14	12	12	12
Composting facilities	Nº	5	5	5	12
Wood processing facilities	Nº	6	6	6	12
Solid recovered fuel facilities	Nº	2	2	2	12
Other mechanical treatment facilities	Nº		18	18	12
Battery recycling facilities	Nº		1	1	12
Street sweepings recycling facilities	Nº	3	3	3	12
Transfer stations	Nº	79	85	84	12
Anaerobic digestion facilities	Nº	1	1	1	7 12
Energy-from-waste facilities	Nº	11	11	11	7 12
Sites accepting wastes for restoration / recovery activities	Nº	5	6	5	12
Non-hazardous landfill sites	Nº	4	4	4	7 12
Closed landfill sites	Nº	76	73	70	12
Depots	Nº	62	61	62	9 12
Integrated solutions sites†	Nº	19	27	27	12
Vehicles (O-licence)	Nº	918	1,034	1,291	11
Electric vehicles (O-licence)	Nº	2	6	8	11
Vans	Nº	304	483	427	11
Electric vans	Nº	25	50	64	11
Cars	Nº	286	439	551	11
Electric cars	Nº	234	365	493	11
Operator compliance risk score (OCRS)	Nº	8 licences (all green)	8 licences (all green)	8 licences (all green)	16
MOT pass rate	%	96.87	96.82	97.73	16
Mobile plant	Nº			730	9
Electric mobile plant	Nº			51	9
Fleet prosecutions	Nº	0	0	0	16
Fleet public enquiries	Nº	0	0	0	16
Prohibitions (PG9s)	Nº	2	3	3	16

† Revised to include additional customer sites

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Memberships

- Advisory Committee on Packaging (ACP)*

➤ Aldersgate Group

➤ Anaerobic Digestion and Bioresources Association (ADBA)

➤ Association for Organics Recycling (REA membership)

➤ Biotechnology and Biological Sciences Research Council (BBSRC)

➤ Better Business Act

➤ CEFLEX

➤ Chartered Institution of Wastes Management (CIWM)

➤ Circular Economy Task Force (Green Alliance)

➤ Ecovadis

➤ Environment APPG (All-Party Parliamentary Group)

➤ Environmental Industries Commission (EIC)
- Environmental Services Association (ESA)

➤ Future Planet

➤ Institute of Environmental Management Assessment (IEMA)

➤ Institute for Social Value / Environmental Thought Leadership Group

➤ Independent Training Standards Scheme and Register (ITSSAR)

➤ Logistics UK

➤ OWL advisory group

➤ Net Zero APPG

➤ Policy Connect and Sustainable Resource Forum

➤ Renewable Energy Association (REA)

➤ Recycling Of Used Plastics (RECOUP)

➤ Safe Contractor
- Section of Specialty Pharmacy Practitioners (SSPP) advisory group

➤ Supply Chain Sustainability School

➤ Sustainable Resources APPG

➤ UK Plastics Pact (WRAP and Ellen Macarthur Foundation)

➤ UN Global Goals for Sustainable Development APPG

➤ United Nations Global Compact UK Network

➤ UK Business and Biodiversity Forum (UKBBF)

➤ UK Material Handling Association

➤ WRAP - Textiles 2030

➤ Waste Industry Safety and Health (WISH) Forum

* SUEZ employee represents themselves as an individual



SUEZ recycling and recovery UK
SUEZ House, Grenfell Road, Maidenhead, Berkshire SL6 1ES

www.suez.co.uk

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