

The triple bottom line

2020 sustainability report



Foreword

2020 was a year like no other in living memory. The COVID-19 pandemic disrupted our daily lives, transforming the way we live, work and play, whilst disproportionately affecting our most disadvantaged communities. At the same time, natural disasters such as the Australian wildfires brought renewed urgency for action to avert the climate crisis we already knew was looming. In these unique circumstances, a new-found sense of community was born and, with outdoor pursuits our only leisure option for many months, we reconnected with our natural environment.

Our teams rose to the challenges we faced, maintaining our essential services to customers and reaching out to support their local communities, while finding new ways to protect and enhance our natural environment.

We also took our long-standing commitment to the triple bottom line – balancing people, the planet and prosperity – a stage further, embedding this approach throughout our business. Combining top-down and bottom-up initiatives, we integrated the wider social and environmental impacts of our activities into our strategic planning and day-to-day decision-making, alongside more conventional economic considerations.

Our belief in the triple bottom line is rooted in our positive culture and our passion for the environment. In 2020, we stepped up our communication around these commitments and introduced two new critical success factors – sustainable environment and social value – to assess how effectively we perform.

Many people join SUEZ with a passion for the environment and a desire to make a difference for their local community. We wanted to ensure positive actions in these areas were recognised and rewarded, and updated our bonus scheme for eligible employees to reflect this.

This report outlines the progress made in 2020 towards balancing our triple bottom line.

People

- + Improved health and safety performance, rooted in our industry-leading Safety in Mind approach.
- + Expanded our Wellness for All wellbeing programme with weekly webinars, virtual training in mental health awareness first aid, and enhanced employee assistance.
- + Topped up furloughed staff pay to 100% of normal earnings.
- + Raised £70,000 with our employees for charity and donated a further £3.9 million to good causes.

Planet

- + Launched our network of Sustainability Champion volunteers, leading grassroots action at our sites.
- + Re-use, recycling or energy recovery achieved from 70% of the resources treated at our facilities.
- + Helped our customers avoid more than 1.6 million T_{eq}CO₂ via the generation of electricity and thermal energy from their waste.
- + Increased output of electricity by 10%, generating enough to power nearly 440,000 homes.
- + Launched the first UK collaboration to capture and store carbon emissions from energy-from-waste.
- + Rolled out more energy-efficient LED lighting at our facilities.

Prosperity

- + Grew our business to handle almost half a million tonnes more waste in 2020, despite the pandemic.
- + Maintained profitability despite the £50 million impact of COVID-19 on the business.
- + Secured new contracts, expanding our client base of both local authority and commercial customers.
- + Invested in new waste treatment infrastructure, including facilities for recycling street sweepings and mattresses.
- + More than half our spending was with small and medium-sized enterprises, and half a million went to social enterprises, boosting local economies.
- + Generated more social value, with just under £2 billion in environmental, economic and social benefits.

Challenges continue as we learn to live with COVID-19, whilst adjusting to Brexit and effects such as driver shortages. As COP26 – the UN Climate Change Conference 2021 – approaches, we wait to see how the government plans to meet its ambitious carbon reduction targets. Where there are challenges, there are also opportunities for the circular economy – to deliver a green recovery from COVID-19, to develop green skills, and to harness the powers of the Environment Bill so as to drive resource efficiency and more sustainable consumption habits.

From our key workers on the front line to our eminent specialists and thought leaders, I am proud of the contributions made by everyone across the company in 2020 and confident we can build on our achievements and sustain this progress towards the ecological transformation that our employees, our customers and society seek.

John Scanlon
Chief Executive Officer
SUEZ recycling and recovery UK



2020 sustainability report

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01 The triple bottom line

Over the last 10-15 years, we have transformed our business by focusing on the value of the material resources we handle, while reducing our customers' carbon footprint. As we pioneered a circular economy approach in our sector, we also paid more attention to the wider social, environmental and economic impacts of our activities. This has led us to measure the social value we generate, in addition to our contribution towards the UN's Sustainable Development Goals.

In other words, we were redefining our purpose in terms of the triple bottom line – balancing people, the planet and prosperity – recognising the role business can play in addressing local and global challenges.

In 2020, we went further to embed this thinking into our planning and day-to-day management across the organisation.

We use the triple bottom line to guide strategic decision making. We also gauge our effectiveness on this basis – sustainable environment and social value are now critical success factors by which we measure and reward managerial and team performance. Perhaps most importantly, we engage our people, so they shape and own the actions we take on the ground.

Strategy

Our ambition is to be a triple bottom line business.
In 2020, we defined what this means for our strategy:

PEOPLE being socially accountable,
both on a global and local level.

PLANET being environmentally sustainable,
preserving and enhancing the environment.

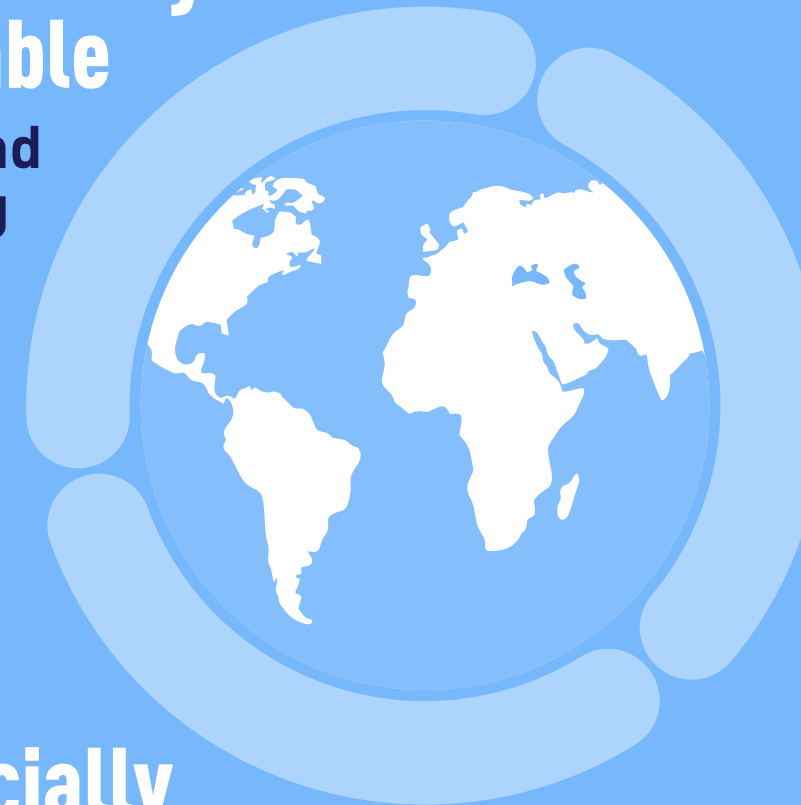
PROSPERITY being a financially
viable business, today and into the future.

This strategy is aligned with and informed
by the SUEZ group's global strategic plan,
[SUEZ 2030](#) – and its purpose,
'Shaping a sustainable environment, now'.

SUEZ 2030 builds on the challenging commitments
made in the group's Sustainable Development
Roadmap for the five-year 2017-2021 period.
The new strategic plan is aligned with the
1.5-2°C global warming limit advised by the
Intergovernmental Panel on Climate Change.

**Environmentally
sustainable**

**Preserving and
enhancing**



**Socially
accountable**

**Globally
and locally**

**Financially
viable**

Today and tomorrow

Engagement

Our purpose is clear, but if it is to be achieved, it has to be shared by our stakeholders. We have engaged widely with employees, managers and customers to guide our strategy and its implementation in practice.

The SUEZ recycling and recovery UK strategy also reflects our contribution to the UN's Sustainable Development Goals, the SUEZ group's science-based targets, evolving legislation, and the growing demand for transparency and disclosure by businesses.

The result is a series of headline themes underpinning our triple bottom line strategy and principles that we have agreed for advancing sustainability locally.

The eight headlines are a guide to the areas where our decision-making can have the greatest business-wide impacts.

Having considered these themes, our employees then fed back how they could best make a local impact – setting out 10 sustainability principles to guide daily behaviour and action.

Examples are provided through the rest of this report, which describes what our triple bottom line and sustainability strategy mean in practice.

Lead by example

Embed the environment and social value at the core of how we do business, to make an increased difference year-on-year.

Carbon

Reduce the carbon emission intensity for each tonne of waste we handle for our customers and our own activities per employee year-on-year.

Supply chain

Improve the environmental, social and economic impact of our supply chain year-on-year.

Biodiversity

Take action at every SUEZ location to improve its natural environment.

Employees

Create a network of sustainability champions to empower and support employee action and develop our understanding of the key issues we face.

Re-use

Expand our network of re-use facilities to increase the volume of items reused, repaired or repurposed.

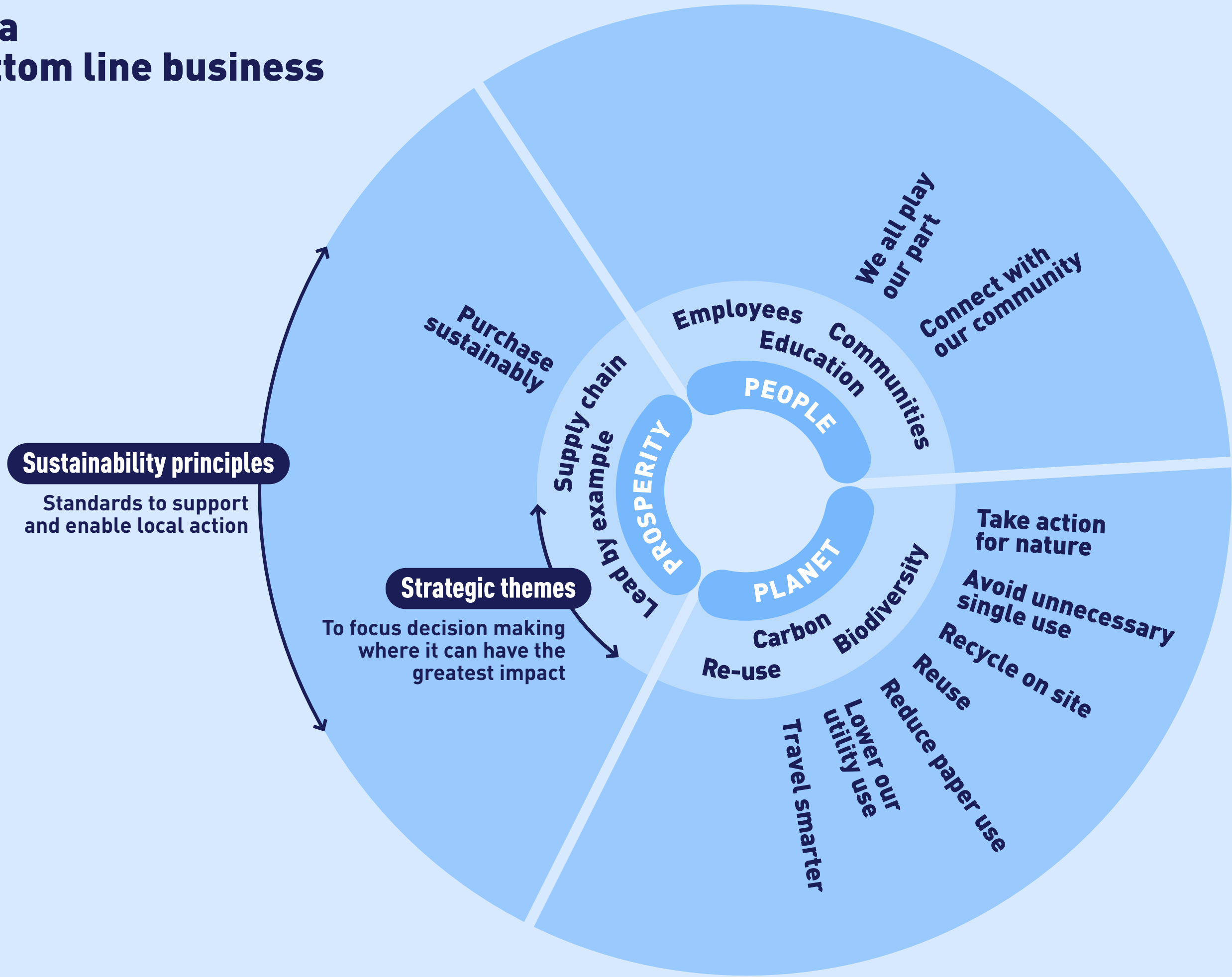
Communities

Continue to be a good neighbour in the local community, taking part in local events and increasing what we spend with local suppliers.

Education

Share our knowledge and expertise to develop the resources sector, influence public behaviour and build a future workforce as part of the UK's creation of a sustainable future.

Creating a triple bottom line business



02 People

socially accountable

SUEZ recycling and recovery UK has always generated significant benefits for the communities we serve. Now we are better able to quantify that contribution, as we promote social value as part of our strategy.

In 2020, we created almost £2 billion in social value, as measured by our social profit tool, which uses 88 key performance indicators to gauge environmental, social and economic impacts. Data capture for local initiatives has improved, thanks to our new user-friendly sustainable environment app. Our procurement team has also developed a clearer picture of our small and medium-sized enterprise and local supply chain spend.

The total of £1.98 billion compares with £1.55 billion for 2019. Our social value ratio – the wider payback for society for every £1 we spend – was £2.26. This was a slight reduction from the revised 2019 figure of £2.32, due to COVID-related disruption of our community education and engagement, re-use activities, and spending with small and medium-sized enterprises.

£1.98 BILLION
SOCIAL VALUE
CREATED
£2.26 created for
every £1 spent

Our people

Our social commitment starts with our own people, with their safety, their health and their wellbeing. At the year's end, we employed more than 5,730 people – 330 more employees than in 2019.

Safety

The coronavirus pandemic posed new challenges to the health and safety of our people, not least those on the front line delivering our essential services. Our teams risk-assessed every site and put COVID-19 controls in place in a timely fashion.

As our extensive training programme was disrupted, we availed of the latest virtual-reality technology to enhance our Safety in Mind training. The foundation of our safety culture, Safety in Mind drives awareness – for example, prompting more than 25,000 logged conversations on risks and safer ways of working.

Despite the restrictions, we still opened our first training centre dedicated to mobile plant, at Clifton Marsh, near Preston in Lancashire.

Improved performance further enhanced our record in the industry on safety. There were no improvement notices or prosecutions in a year that saw falls in three of our key safety performance indicators – a 7.9% reduction in the RIDDOR rate (for reportable injuries resulting in time off work), a 24.5% reduction in the severity rate and 15.6% reduction in the frequency rate. We also maintained ISO 45001 certification for our management of occupational health and safety.

5,734 EMPLOYEES

27,751 SAFETY IN MIND CONVERSATIONS

243 PEOPLE completed the First Aid for Mental Health Awareness training course

7.9% REDUCTION in RIDDOR rate

24.5% REDUCTION in severity rate

15.6% REDUCTION in frequency rate

Wellbeing

The pandemic placed new strains on our people and our business. We responded by accelerating our wellbeing programme, addressing the priorities determined by our employees in 2019 for our Wellness for All charter.

First aid mental health awareness was one of several courses that we revamped for delivery online, enabling more than 240 people to complete the training.

Weekly Wellness for All webinars tackled topics such as anxiety, emotional resilience, compassionate leadership, financial wellbeing, sleep and weight management. These were recorded, so our frontline key workers and their families could access them online when convenient. The webinars have been viewed more than 7,000 times.

Live education sessions enabled furloughed colleagues to learn new skills and their earnings were topped up to 100% of normal pay.

For those with other family earners impacted by the pandemic, we launched Go Float, a service allowing employees to draw down part of their salary in advance to avoid the need for costly payday loans.

A new bespoke benefits platform also provided comprehensive wellbeing information. This was complemented by an enhanced assistance programme providing 24/7 confidential advice and counselling.

In a company-wide opinion survey, 81% of employees said they had benefitted from the various forms of wellbeing support provided.

Opportunities

SUEZ recycling and recovery UK is an equal opportunities employer. The many challenges we face require the best talent, committed teamwork and ongoing innovation.

In 2020, we set up a strategic inclusion and diversity group to lead our thinking and practice in this area. Mandatory unconscious bias training has now been extended to all employees. For the second year running, we were listed among the Sunday Times Top 25 Best Big Companies to Work For.

We continue to recruit [apprentices](#). In 2020, we employed 155, compared with 85 in 2019.

Our long-established [internship scheme](#), which helps kick-start the careers of young talent, provided placements that included referrals from the [Leonard Cheshire](#) charity for people with disabilities.

We are increasing the support we provide for our Armed Forces veterans and reservists. In 2020, we set up Yammer and Facebook groups to ease communication across this active network of employees. Our company employs more than 200 veterans and reservists.

In July 2020, we received a Bronze Award from the Ministry of Defence under its Employers Recognition Scheme. This scheme recognises employers who demonstrate support to armed forces communities past and present, and whose values align to those set out in the [Armed Forces Covenant](#).

In all, 2,927 of our people benefited from training during the year. However, despite an increase in digital delivery, restrictions during the pandemic saw the total number of hours drop from more than 80,000 in 2019 to less than 58,000.

155 APPRENTICES

57,730 HOURS TRAINING
completed by **2,927** employees

204 PEOPLE
achieved a **10, 20 or 30 year**
employment milestone

Our communities

Our site teams aim to be good neighbours and support local communities in various ways – from fundraising for good causes and working with local schools to lending their expertise to community projects. Every site is being encouraged to get involved in at least two community events each year in line with the sustainability principles adopted as part of our strategy.

In 2020, we invested a total of £3.9 million in local communities. The [SUEZ Communities Trust](#) supported 74 projects to the tune of £1.9 million. The equivalent north of the border – the Scottish Landfill Communities Fund – generated £663,000 for 25 projects. [Lancashire Environment Fund](#) donated just over £1 million to 57 improvement schemes. In Greater Manchester, our £100,000 contribution to the [Mayor's Charity](#) will help tackle homelessness.

Other examples of our people's teamwork and collaboration with community groups around the country included:

- + In Doncaster, the Environment Fund donated £1,500 for personal protective equipment at the town's Royal Infirmary hospital, while £13,000 went to the Community Hub for those suffering hardship during the first lockdown.
- + Kirkby Neighbourhood Community Fund awarded £52,100 to 10 local causes, including Centre 63, which supports young women recovering from trauma, and an Eco Therapy Garden.
- + SUEZ staff heroically raised even more for charities than in 2019. The grand total was £70,618.
- + Charities across the country responding to COVID-19 shared more than £36,000 channelled through our not-for-profit SCOPE expert practitioner services.
- + £27,000 raised for Macmillan Cancer Support, our national charity partner.

More than
156 ENVIRONMENTAL AND SOCIAL
PROJECTS SUPPORTED

£27,000 RAISED FOR
MACMILLAN CANCER SUPPORT
by SUEZ staff

£3.9 MILLION DONATED
OR INVESTED
in local communities across UK

Our society

As an employer of diverse talent and expertise, we have the capability to contribute to society more widely and in multiple ways. Education and thought leadership are two particular areas where our company continues to be proactive.

Education is one of the eight headline themes of our triple bottom line strategy. Many of our staff volunteer to raise awareness of environmental issues in schools and inform pupils about career opportunities in the sector. In 2020, we widened our outreach online through [Bring It On video interviews with SUEZ staff](#), hosted by the North East Exhibition for Future Engineers. People in a variety of roles – from technical analyst to CEO – explain what their daily work involves and ask questions from aspiring young engineers.

Unable to visit schools amid the lockdown, our outreach and community liaison teams also developed [a suite of resources](#) to support remote and in-class learning about STEM subjects, in collaboration with teachers. Catering for both primary and secondary students (from Key Stages 1 to 4), the resources range from topic-focussed lessons and ‘how to’ presentations to videos with animated graphics. All were designed to spur engagement and they were enthusiastically received.

Higher education was not overlooked. We collaborated with several universities on research projects.

Business students, for example, from Manchester Metropolitan University and a Dutch partner drew on international best practice to inform our strategy for Greater Manchester’s re-use hub and shops network.

The university sector was also the focus of a major piece of joint research with the National Union of Students – [Lifting the Lid: Changing student attitudes and behaviours towards recycling and waste](#).

SUEZ experts also share their insights and knowledge freely within our sector, with other industries and with local government. As conferences and other events were curtailed, they took this activity online, co-hosting a programme of 30 webinars addressing challenges raised by the pandemic and other challenges for businesses, local authorities and the sector, as well as joining the panels of many more.



CASE STUDY

[Widening communication in a crisis](#)

The year also saw preparatory work for research publications to follow in 2021, including a report on [flexible plastic packaging recycling](#) and [a guide for local authorities](#) to increasing social value through their environmental services.

30 WEBINARS
FACILITATED

4,408 WEBINAR
ATTENDEES

03 Planet

environmentally sustainable

The world's resources are finite and they are being depleted. SUEZ recycling and recovery UK exists to make the best use of materials that would otherwise be wasted – supporting the circular economy while protecting the environment.

Our business model is designed to maximise the value of materials, in line with the waste hierarchy – through re-use, recycling and energy recovery. We also advise our customers how to minimise resource use and avoid waste. By providing effective and sustainable solutions, we help reduce their carbon footprints, while also striving to cut emissions from all our activities, further advancing their and our own sustainability.

Raising resource recovery

In 2020, we handled more resources than ever before. The total was 11.8 million tonnes – an increase of over 400,000 tonnes from 2019.

The volume of recyclable materials from households rose during the pandemic, while industrial and commercial waste flows were interrupted by lockdowns, and the mix of materials changed with the shifts in economic activity and social behaviour. Our throughput also reflects the first full year of our contract for Greater Manchester and the start of operations on behalf of the Somerset Waste Partnership in April.

More than 6.4 million tonnes were treated at SUEZ facilities, where 70% (almost 4.5 million tonnes) was diverted for re-use or recycling, composted, or used to generate electric or thermal power.

Our key workers managed to keep essential services running. Re-use was most severely disrupted by COVID-19, as outlets selling recovered items had to close for most of the year. We still diverted more than 1,240 tonnes for re-use, less than half 2019's total.



11.8 MILLION TONNES
OF MATERIAL HANDLED

10.2 million tonnes treated and transferred
1.6 million tonnes collected

Of the 6.4 million tonnes
of material treated directly

→ **70% was reused, recycled,
composted or recovered**

Diverted
1,242 TONNES
of reusable items back into use



More energy was recovered from waste as throughput increased. In total, we generated more than 1.6 million megawatt hours of electricity – almost 10% higher than 2019 and enough to power nearly 440,000 homes for a year. Most of this output came from our energy-from-waste facilities, with further contributions from gasification, anaerobic digestion and landfill gas. Our facilities also produce thermal power, for use on site, or in the case of our Wilton facility on Teesside, export to local factories. This also increased in 2020 – by a third – to 390,000 megawatt hours.

1,635,150 MEGAWATT
HOURS [MWhe]
of electricity generated
– enough to power **438,261** homes

390,595 MEGAWATT
HOURS [MWhth]
of thermal energy generated

Embedding resource efficiency

About a quarter of a million mattresses are thrown away every year in Greater Manchester. In October 2020, SUEZ recycling and recovery UK began recycling them at a new facility in Bolton. Twenty-five skilled mattress dismantlers are able to extract 19 different materials, which are sorted and sanitised for reprocessing and a range of new products made in the region – from mattress felt and carpet underlay to anti-stab vests.

We are also making better use of our own internal resources. New examples from 2020 included making document approval paperless, with the online DocuSign system, and reducing gas oil usage at our energy-from-waste facilities. Our Severnside facility was the latest to fit a specially designed ram to prevent blockages caused by non-conforming waste. Blockages result in shutdowns and oil burners control incineration temperatures both during this phase and start-up, increasing carbon emissions, which can now be reduced. The ram was designed as part of a company-wide continuous improvement initiative.



CASE STUDY

[Towards greener and cleaner procurement](#)

Net Zero challenge

In 2018, the SUEZ group was the first environmental services enterprise to be recognised by [Science Based Targets](#), an initiative which aims to assess greenhouse gases mitigation targets adopted by companies and to determine whether they are in line with the [Intergovernmental Panel on Climate Change guidelines](#), in order to limit the increase in global average temperature to under 2°C by the end of the 21st century.

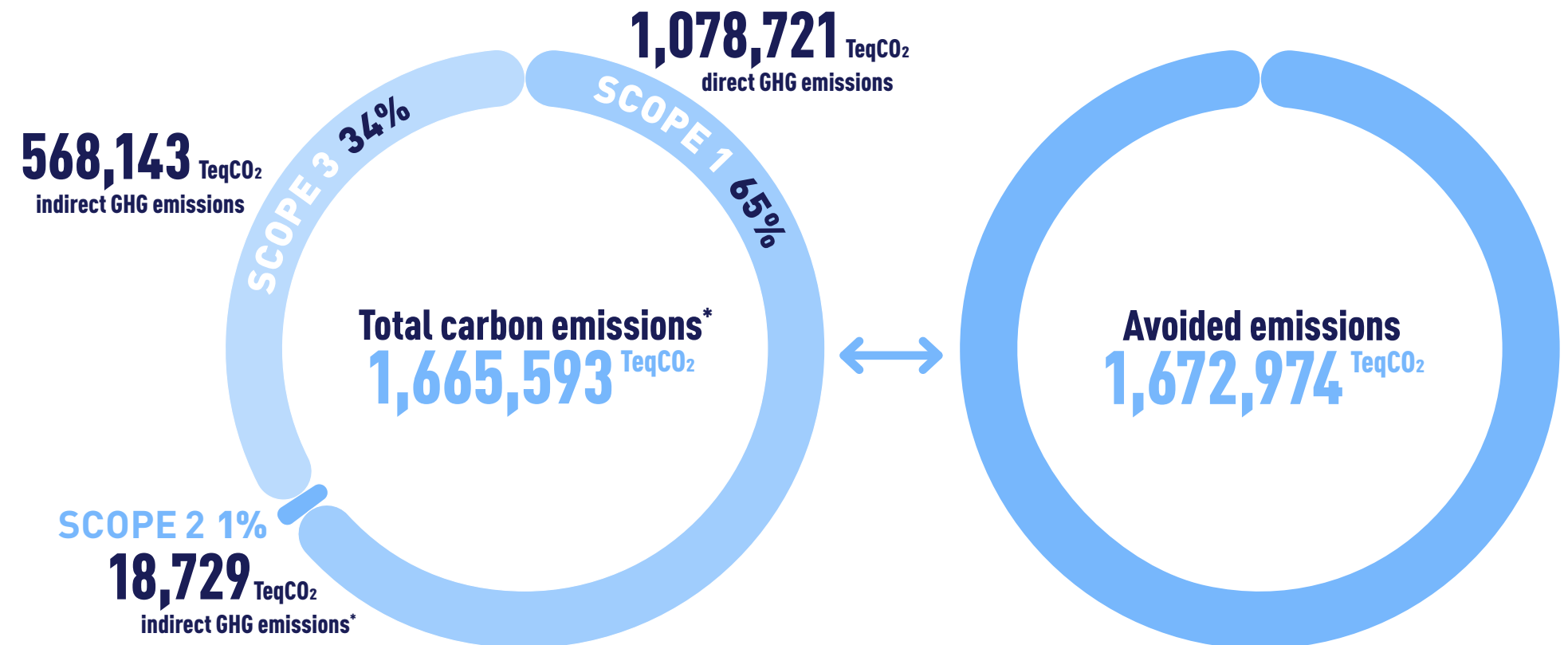
Among other goals, the SUEZ 2030 plan sets three headline targets:

- + Reduce direct and indirect greenhouse gas emissions by 45% by 2030 (raising our 2017-2021 Roadmap target by 15%).
- + Develop 100% sustainable solutions for our customers.
- + Help customers avoid 20 million tonnes of CO₂e emissions a year (raising our Roadmap target by 66%).

More recently, our parent company has joined hundreds of global corporations and various alliances in the [Race to Zero](#) campaign.

SUEZ recycling and recovery UK is also backing [our sector's commitment](#) to reach net-zero carbon emissions by 2040, a decade earlier than the government's deadline.

To manage and minimise emissions, it is essential to understand and measure them. In 2020, we extended our calculations to include Scope 3 emissions – upstream and downstream in our supply chain. These are significant, making up more than a third of our company's total. As a consequence, the reported carbon footprint and carbon intensity of our business is higher than in previous years.



* location based emissions

Our carbon profile is estimated using the [EpE methodology](#). We report our emissions profile based upon the Waste Sector GHG Protocol, including scope 3 emissions to ensure we are transparent with our complete emissions profile. This calculation is comprehensive – now embracing Scope 1, 2 and 3 – and also takes account of the emissions we avoid by generating power (replacing fossil fuel sources) and recycling materials (thus avoiding extraction of virgin materials for manufacturing).

Two thirds of our emissions are Scope 1 and the majority of the remaining emissions are Scope 3. We limit the impact of our indirect, Scope 2 emissions by purchasing 100% renewable electricity, saving 18,000 TeqCO₂ a year on average.

We helped our customers avoid more than 1.6 million TeqCO₂ via the generation of electricity and thermal energy from their waste, as well as recovering recyclates which are used to displace virgin raw materials. These avoided emissions are slightly higher than our own, even accounting for those associated with Scope 3.

Processing waste to recover energy releases carbon. In November 2020, [SUEZ and oil giant bp](#) agreed to explore the feasibility of capturing up to 10 million tonnes of CO₂ for its Net Zero Teesside project – a first for energy-from-waste in the UK.

Helped our customers avoid
1,672,974 ^{TeqCO₂} **OF EMISSIONS**
through the provision of recycled
materials, and electricity and
heat generated from waste

more than
235,000 ^{KILOWATT HOURS} **SOLAR ENERGY GENERATED**
by our 11 sites with solar capacity

Continued to purchase
100% ^{RENEWABLE} **ENERGY**
saving approximately
18,729 ^{TeqCO₂} every year

75%
OF OUR COMPANY CAR
FLEET IS ELECTRIC

For every tonne of carbon we emit,
we help our customers avoid an equivalent
tonne of CO₂e.

With 2020's inclusion of Scope 3 emissions,
this unit contribution fell from 1.81 tonnes
in 2019.

We have many ways of putting waste to good use and helping our customers avoid emissions – including through alternative fuels. Climafuel, for example, is a solid recovered fuel we manufacture from household, commercial and industrial waste. Under our 25-year contract with Cemex, coal is being replaced by this fuel in its Rugby cement kilns. During 2020, we provided almost 125,000 tonnes to the facility.

We took further steps in 2020 to reduce our own direct emissions.

- + Our LED lighting replacement programme began with the large lamps in our processing facilities. Across 86 sites, 8,900 lamps were replaced by units using 55% less energy, on average, saving a tonne of carbon per light per annum.
- + Eleven of our sites now have solar power, generating more than 235,000 kilowatt hours of energy.
- + Following trials of electric HGVs, we purchased our first two of these vehicles. We also updated our company car policy, so the fleet will be all-electric. By the end of the year, we were running 114 electric cars.
- + We also introduced a sustainable business travel hierarchy to prioritise low-carbon travel. Our target is to halve travel-based emissions in 2021 from their 2019 baseline.

Action for biodiversity

For some years, the SUEZ group has championed environmental campaigns, such as removing plastics from the world's oceans. In 2020, it went further, putting natural capital and biodiversity at the core of its SUEZ 2030 strategic plan by making 11 commitments to the [act4nature international alliance](#).

In the UK, we made biodiversity one of our eight headline strategic themes and every location has been tasked with taking action to enhance nature during 2021.

Meanwhile, examples of ongoing projects during 2020 include:

- + Restoring 47 hectares of land on former landfill sites.
- + Planting 683 metres of hedgerow.
- + Planting 3,539 trees, including 200 as part of the [Northern Forest Initiative](#).
- + Installing 11 beehives.
- + Various other site-specific improvements, such as 80 metres of green hessian fencing installed by our team at Malpass, Rugby, to protect rare species of butterfly nearby.

Additionally, all our senior managers completed our bespoke environmental awareness learning module, which is now being rolled out to all employees.

 **CASE STUDY**
[Championing local sustainability](#)

47 HECTARES OF LAND
RESTORED

683 METRES OF HEDGEROW
PLANTED

3,539 TREES
PLANTED
including 200
trees as part of the
Northern Forest Initiative

11 BEEHIVES
INSTALLED

Environmental protection

Our operations are managed to meet, and where possible exceed, environmental best practice and regulatory requirements.

Each year, our environmental management system and procedures are independently audited. In 2020, they were re-certified to the international standards – ISO 14001 for environmental requirements and ISO 9001 for quality management.

Of our sites, 297 are in England and operate under permits issued by the Environment Agency. In 2020, 97% of these were in compliance bands A to B, considered to be demonstrating an expected level of compliance by the regulator. A further 14 sites are regulated by the Scottish Environmental Protection Agency, and one by the Isle of Man's Department of Environment, Food and Agriculture. No enforcement notices or environmental prosecutions were received during the period.

04 Prosperity

financially viable

Our role as an essential environmental services provider supporting the circular economy hinges on our viability as a business. We must be sustainable commercially just as we strive to be environmentally and socially – hence our commitment to balance people, planet and prosperity.

Our parent, the SUEZ group, publishes an [annual integrated report](#) reflecting that triple bottom line and consolidating its worldwide interests, including its waste and water businesses in the UK.

Developments noted in the 2020 report include:

- + The SUEZ group's statement of non-financial performance now conforms to the international standard set by the Sustainability Accounting Standards Board (SASB). This is also in line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).
- + For the first time, it also published the proportion of annual revenue recognised under the European Taxonomy for Sustainable Activities – the European Union's framework for guiding investment in sustainable development. In 2020, the figure for SUEZ was 74%.
- + The incentive scheme for senior executives – which already includes a bonus / penalty element for non-financial performance – is being extended to include sustainable development performance as well as companies' health and safety records.
- + The percentage of SUEZ shares owned by employees rose from 3.96% on 31 December 2020 to 5.6% in March 2021.

The business of ethics

Corporations are increasingly being held to account by investors for their ethical impacts, measured against environmental, social and governance criteria – ESG for short.

SUEZ was commended by Sustainalytics – a global ESG research and data specialist serving financial institutions – for its [excellent management of ESG risk](#). The management of risks associated with occupational health and safety, business ethics and stakeholder relations was evaluated alongside the group's climate and environmental risks. Its strong risk management means that ESG considerations are integrated into all its processes and the whole value chain.

In the UK

Although 2020 was an exceptionally difficult year, SUEZ recycling and recovery UK achieved a turnover of almost £820 million, a slight increase on 2019. The first full year of our integrated contract for Greater Manchester, combined with the spring start of our collection operations in Somerset, outweighed the impact of COVID-19. Mainly felt in our industrial and commercial division, this amounted to a £50 million revenue loss.

Our operating profit in the UK fell by £13 million. At 6.9%, earnings before interest and tax (EBIT) were down from 8.5% the year before.

£818 MILLION
TURNOVER

SUEZ recycling and recovery UK

£19.3 MILLION
INVESTED

**in facilities, research and development
by SUEZ recycling and recovery UK**

Our customers

In 2020, the recycling or waste produced by a third of the UK population was handled or processed at some point by our people and facilities.

SUEZ recycling and recovery UK serves 78 local authorities and more than 28,000 businesses – both up on the year before. Due to the pandemic, however, there were two million fewer commercial and industrial waste bin lifts than the eight million made in 2019.

Notable contract wins during the year included:

+ [Somerset](#)

Amid the first lockdown, we mobilised the new recycling and waste collection contract serving 250,000 homes across the county.

+ [Aberdeenshire and Highlands](#)

November saw the award of two contracts in Scotland – a 12-month contract to process dry mixed recycling for Aberdeenshire Council and a 15-month contract with The Highland Council to treat residual waste.

+ [University of Northampton](#)

Our strong presence in the higher education sector was reinforced with this smart recycling and waste collection contract. It involves automated reporting and a fully chipped and GPS-equipped container management system to facilitate data analysis and reduce vehicle movements.

+ [Kensington and Chelsea](#)

In London, the Royal Borough's award of a new contract for collection and street cleansing reflected the above-average public satisfaction ratings with both our services. The eight-year contract, worth around £13.5 million, will see the introduction of electric vehicles and includes options for a further eight-year extension.



Our infrastructure

SUEZ recycling and recovery UK operates a diverse network of facilities for handling and processing material resources – from materials recycling facilities and energy-from-waste facilities to other advanced technologies such as gasification, mechanical biological treatment and anaerobic digestion.

The year saw two new developments in Greater Manchester, under our contract with the metropolitan area's Combined Authority.

A £2 million [facility for processing street sweepings](#) in Ashon-under-Lyne is the company's third. Some 90% of grit, soil, twigs and other detritus are cleaned, separated and recycled. The residual 10% is used to generate electricity at a SUEZ energy-from-waste facility, so that no material is sent to landfill.

In October, we began processing mattresses at a new facility in Bolton, where 25 skilled jobs have been created to allow materials to be recovered for a variety of productive uses.

In Somerset, we invested in a fleet of 140 new vehicles with the latest in-cab technology to expand the county's recycling collection service. Operating from refurbished depots, they now move almost all waste previously landfilled to a new resource recovery centre in Avonmouth, where it is used to generate electricity.

Work also continued to improve household waste recycling centres across the UK, including a redevelopment of the Middlefields Recycling Village operated on behalf of South Tyneside Council.



Our supply chain

We spent almost a quarter of a billion pounds with small and medium-sized enterprises and microbusinesses in 2020. More than half of our total purchasing supported these growing businesses. One of our key performance indicators, this share fell from 62% the year before to 56% in 2020, mainly to due to pandemic-related procurement and pressures. The proportion compares with 32% for the wider SUEZ group.

Many social enterprises collaborate with our teams up and down the country, providing services such as restoring household goods and furniture for re-sale. We funnelled £500,000 to local economies through our spending within this sector.

During the year, we took further steps to improve the social and environmental impacts of our procurement and supply chain partners. A minimum 10% weighting has been introduced in the evaluation of tenders and supplier questionnaires to favour those who share our values. We also updated our supplier management process to improve our understanding of the supply chain's impacts and how we collaborate to promote sustainability.

£500K TO SOCIAL ENTERPRISES

£433.6 MILLION TOTAL SUPPLY CHAIN SPEND

56% SUPPLY CHAIN SPEND WITH SMES AND SMALLER ENTERPRISES

Quantifying value

In financial terms, the total value of the wider social, environmental and economic benefits generated by our activities in 2020 was £1.98 billion.

Continued growth in employment was one of the main contributors to this increase in social value. In March, 450 new employees joined the workforce with the start of our 10-year contract with Somerset Waste Partnership.

Increased household recycling, as people spent more time at home, also played a part. Together, higher volumes collected at the kerbside and received through household waste recycling centres offset a reduction in industrial and commercial waste. The total reused, recycled, or recovered as energy rose to 4.46 million tonnes.

Of the £1.98 billion total, the societal benefit of environmental impact accounted for £226.51 million, of social impact £144.29 million and of economic impact £1.61 billion.

Social value societal benefit

£226.51 MILLION ENVIRONMENTAL IMPACT

£144.29 MILLION SOCIAL IMPACT

£1.61 BILLION ECONOMIC IMPACT





Performance data



People

Human resources

		2020	SDG Nº
Total employees	Nº	5,734	8
Total male employees	Nº	4,879	5
Percentage of male employees	%	85	5
Total female employees	Nº	855	5
Percentage of female employees	%	15	5
Percentage of women in management positions	%	24.7	5
Veterans employed (ex military)	Nº	119	10
Apprentices employed	Nº	155	4
People achieved 10-year service in the year	Nº	149	8
People achieved 20-year service in the year	Nº	42	8
People achieved 30-year service in the year	Nº	13	8
Total people trained	Nº	2,927	4
Total training hours	hrs	57,730	4
People trained in first aid for mental health awareness	Nº	243	3

Health and safety

		2020	SDG Nº
RIDDOR incidence rate	Nº	384	3
Injury severity rate	Nº	83	3
Injury frequency rate	Nº	6	3
H&S prosecutions	Nº	0	16
H&S improvement notices	Nº	0	16
Prohibition notices	Nº	1	16
Safety in Mind conversations	Nº	27,751	3
Vigiminutes (dynamic risk assessments)	Nº	6,777	3
Managerial safety visits undertaken	Nº	563	3
Near misses reported	Nº	11,065	3

SUSTAINABLE DEVELOPMENT GOALS

(SDG)



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People

Communities

		2020	SDG Nº
Monies contributed to good causes	£M	3.9	1 3 10 11 14 15 17
Projects supported by SUEZ Communities Trust	Nº	74	1 3 10 11 14 15 17
Monies granted/contributed by SUEZ Communities Trust	£M	1.9	1 3 10 11 14 15 17
Projects supported by Scottish Landfill Communities Fund	Nº	25	1 3 10 11 14 15 17
Monies contributed by Scottish Landfill Communities Fund	£M	0.66	1 3 10 11 14 15 17
Projects supported by Lancashire Environmental Fund	Nº	57	1 3 10 11 14 15 17
Monies granted/contributed by Lancashire Environmental Fund	£M	1.17	1 3 10 11 14 15 17
Recycle 4 Greater Manchester Community Fund and donation to the Greater Manchester Mayor's Charity Fund	£	100,000	1 3 10 11 14 15 17
Monies granted/contributed by SUEZ Doncaster Environment Fund and Forum	£	14,500	1 3 10 11 14 15 17
Monies granted/contributed through Cornwall Energy Recovery Ltd and St Dennis and Nanpean Community Trust	£	61,710	1 3 10 11 14 15 17
Monies granted/contributed by Kirkby Neighbourhood Community Fund	£	52,100	1 3 10 11 14 15 17
Visitor centres	Nº	12	4 11 12
Monies raised for charity	£	70,618	1 2 3

Social value

		2020	SDG Nº
Social value	£	£2.26	2 3 4 5 10
Total social value	£B	1.98	2 3 4 5 10
Societal benefit of social impact (social return on investment)	£M	144.29	2 3 4 5 10
Societal benefit of environmental impact	£M	226.57	6 7 12 13 14 15
Societal benefit of economic impact	£B	1.61	1 8 9 11 16 17

SUSTAINABLE DEVELOPMENT GOALS

(SDG)



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Planet

Environmental compliance

		2020	SDG Nº
Sites permitted by the Environment Agency (England)	Nº	297	16
Sites in bands A and B	Nº	289	16
Percentage of sites in bands A and B	%	97.3	16
Sites in band C	Nº	7	16
Percentage of sites in band C	%	2.4	16
Percentage of sites in bands A, B and C	%	99.7	16
Average score	Nº	1.2	16
Sites permitted by the Department of Environment, Food and Agriculture (Isle of Man)	Nº	1	16
Sites permitted by the Scottish Environmental Protection Agency (Scotland)	Nº	14	16
Environmental enforcement notices issued	Nº	0	16
Environmental prosecutions received	Nº	0	16

Carbon

		2020	SDG Nº
Scope 1 direct greenhouse gas emissions	TeqCO ₂	1,078,721	13
Scope 2 indirect greenhouse gas emissions (location based)	TeqCO ₂	18,729	13
Scope 2 indirect greenhouse gas emissions (market based)	TeqCO ₂	-	13
Scope 3 indirect greenhouse gas emissions	TeqCO ₂	568,143	13
Total emissions (location based)	TeqCO ₂	1,665,593	13
Total emissions (market based)	TeqCO ₂	1,646,864	13
Emission per tonne handled (location based)	TeqCO ₂	0.14	13
Emission per tonne handled (market based)	TeqCO ₂	0.14	13
Avoided greenhouse gas emissions	TeqCO ₂	1,672,974	13
Net emissions (location based)	TeqCO ₂	-7,381.58	13
Net emissions (market based)	TeqCO ₂	-26,110.85	13
Emission avoided per tonne of carbon emitted (location based)	TeqCO ₂	1.00	13
Emission avoided per tonne of carbon emitted (market based)	TeqCO ₂	1.02	13

SUSTAINABLE DEVELOPMENT GOALS

(SDG)



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Planet

Energy

		2020	SDG Nº
Total electricity generated	MWhe	1,635,150	7
Electricity generated from landfill	MWhe	302,631	7
Electricity generated from energy-from-waste, gasification and anaerobic digestion	MWhe	1,332,518	7
Thermal energy generated	MWhth	390,595	7

Biodiversity

		2020	SDG Nº
Area of land restored	ha	47	15
Trees planted	Nº	3,539	15
Hedges planted	m	683	15

Waste

		2020	SDG Nº
Total waste collected	t	1,682,984	12
Municipal waste collected at kerbside	t	643,587	12
Municipal waste collected at household waste recycling centres	t	616,725	12
I&C waste collected (including sub contract)	t	422,672	12
Total waste transferred and treated through our facilities	t	10,189,545	12
Total waste transferred	t	3,770,132	12
Total waste treated	t	6,419,413	12
Total waste reused, recycled or recovered	t	4,462,010	12
Total reused	t	1,242	12
Total recycled	t	1,269,787	12
Compost produced	t	75,991	12
Solid recovered fuel produced	t	124,757	12
Wood sent for recycling and/or recovery	t	321,389	12
Refuse derived fuel produced	t	332,557	12
Waste received at our energy-from-waste facilities	t	2,336,286	12
Non-hazardous waste landfilled	t	621,685	12
Inert waste landfilled	t	98,893	12
Inert waste used for recovery	t	373,859	12

SUSTAINABLE DEVELOPMENT GOALS

(SDG)



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Prosperity

Financial

		2020	SDG Nº
Annual turnover	£M	818	8
Investment in facilities, research and development	£M	19.3	9 11
Landfill tax recovered	£M	36.5	17
Total supply chain spend	£M	433.6	8
Supply chain SME spend	£M	242.7	8
Supply chain SME spend	%	56	8
Social enterprise spend	£	500,000	8

Services

		2020	SDG Nº
Municipal contracts	Nº	10	8
Households served by municipal collections or treatment services	Nº	9,336,123	11 12 17
Households served by municipal collections	Nº	806,462	11 12 17
Households served by municipal treatment services	Nº	8,637,199	11 12 17
Public private partnerships	Nº	16	11 12 17
Treatment contracts	Nº	52	11 12 17
Local authority contracts	Nº	78	11 12 17
I&C customers	Nº	28,011	11 12 17
I&C customer lifts (inc. subcontracted)	Nº	6,161,734	11 12 17
Collection visits to I&C customers	Nº	3,361,297	11 12 17
I&C lifts per visit	Nº	1.83	11 12 17

Education

		2020	SDG Nº
Webinars facilitated	Nº	30	4
Webinar attendees	Nº	4,408	4

Infrastructure

		2020	SDG Nº
Non-hazardous landfill sites	Nº	5	7 12
Landfill sites accepting wastes for restoration / recovery activities	Nº	4	12
Closed landfill sites	Nº	75	12
Transfer stations	Nº	83	12
Composting facilities	Nº	6	12
Materials recycling facilities	Nº	13	12
Household waste recycling centres	Nº	111	12
Re-use shops	Nº	25	12
Energy-from-waste facilities	Nº	10	7 12
Gasification facilities	Nº	1	7 12
Mechanical biological treatment facilities	Nº	1	12
Refuse derived fuel facilities	Nº	13	12
Solid recovered fuel facilities	Nº	2	12
Wood processing facilities	Nº	6	12
Street sweepings recycling facilities	Nº	3	12
Anaerobic digestion facilities	Nº	1	7 12
Heavy vehicles (>3.5t)	Nº	989	11
Vans	Nº	422	11
Cars	Nº	152	11
Electric cars	Nº	114	11
Operator compliance risk score (OCRS)	Nº	8 licences (all green)	16
Fleet prosecutions	Nº	0	16
Fleet public enquiries	Nº	0	16
Prohibitions (PG9s)	Nº	1	16
MOT pass rate	%	94	16

SUSTAINABLE DEVELOPMENT GOALS (SDG)



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