



# Continuing our journey

Sustainability Report 2021



# Welcome to our Sustainability Report 2021

**Cory serves a vital public function, helping to make London cleaner and safer.**

We sort and segregate recyclable materials for London and the South East. What can't be recycled, we move by tug-drawn barges along the Thames to our energy from waste (EfW) facility. There it is incinerated, generating enough electricity to power a town the size of Croydon. We extract any metals before using all the remaining treated waste to make building materials.



**CORY**

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Chief Executive Officer's Statement

# Rising to the challenge

**Cory has committed to achieving net zero carbon emissions by 2040. While this is a significant challenge, we all need to be more ambitious if we are going to make a material contribution to mitigating global warming.**

For Cory, ambition means going 'faster' and 'bigger'. 'Faster' means working to hit our operational net zero targets by 2030. 'Bigger' means planning to be carbon negative in our energy from waste process by 2040 and contributing more widely to the decarbonisation of our local communities.

We are well advanced in our plans to build a new energy from waste facility to displace waste from landfill. We now have a realistic plan to fully decarbonise and will submit a planning application in 2023 to build a carbon capture plant to decarbonise the waste of the communities we serve. In 2023 we expect to begin construction of the UK's largest heat network with Vattenfall. We are in the process of developing new plans to support the decarbonisation of road vehicles and river vessels on the Thames – we'll provide more information on this over the coming months. We are fully committed to 'faster' and 'bigger' decarbonisation.

These big actions on decarbonisation complement the day-to-day changes we are making to deliver our sustainability strategy: focusing on energy efficiency, reducing our air quality emissions, hiring more apprentices, and providing training and development opportunities for our people. I'm proud of the progress our people made in 2021, including moving our river fleet to operate entirely on biofuel, joining the Slave Free Alliance to further improve our modern slavery prevention programme and launching the second round of our Community Fund. These are some of the many things that continue to differentiate our unique, river-based business, helping to make Cory an industry leader and an inspiring place to work.

**Dougie Sutherland**  
Chief Executive Officer



This report and its contents have been prepared on behalf of Cory Topco Limited and its subsidiaries (Cory Group). This report relates to the activities, brands, products and services associated with Cory Group. Reference to the 'Company' or to 'Cory' means, as the context may require, all or some of the Cory Group entities. Cory Group assumes no responsibility to any other party in respect of or arising out of or in connection with this document and/or its contents or reliance thereon.

The data shared in this report relates to work undertaken in our last financial year, 1 January – 31 December 2021. We have used the financial control approach to define our organisational boundary and have reported on all operations fully consolidated in our financial statements.

If you have any clarification questions, please email [enquiries@corygroup.co.uk](mailto:enquiries@corygroup.co.uk).



# Highlights from 2021



## Moving to net zero

- Committed to reach net zero carbon emissions across our operations by 2040
- Progressed implementation of a significant carbon capture and storage project
- Delivered an overall carbon benefit to the UK economy of 438,000 tonnes/CO<sub>2</sub>e
- Carried out an assessment to understand the impact of greenhouse gas emissions from our value chain
- Purchased 100% renewable energy across our sites

## Caring for our local environment

- Saved 100,000 truck movements on London's roads by using the river to transport waste
- Moved our river fleet onto biofuel, reducing net carbon dioxide emissions by over 90%
- Saved 63,000 litres of fuel across our fleet of tugs by reducing engine idling time
- Achieved a silver award for outstanding environmental performance from the Port of London Authority Thames Green Scheme

## Supporting our people and local communities

- Joined the Slave Free Alliance to further improve our modern slavery prevention programme
- Launched the second round of the Cory Community Fund
- Delivered the virtual Bexley Eco Festival focused on sustainability and wellbeing
- Launched a new menopause guide to ensure women going through the menopause at Cory are supported at work
- Launched the Cory Apprenticeship Academy to ensure Cory is well equipped with skilled people

## → Hosting the Duke of Cambridge

In March 2021 we hosted His Royal Highness Prince William, Duke of Cambridge, on one of our tugs.

We were delighted to have the Duke of Cambridge on board as he filmed episode 5 of The Earthshot Prize: Repairing our Planet, a BBC television programme about a global prize for the environment. The programme aired in October 2021 and the Duke of Cambridge introduced the episode by explaining how society is innovating to dispose of waste as sustainably as possible. He provided Cory's use of the river to transport waste as one such example.

## → Participating in the leading ESG benchmark for infrastructure

In 2021, we achieved the highest rating in the GRESB Infrastructure Asset Assessment. We were awarded a five-star rating and scored 94 out of 100. This compares to an average peer score of 71, placing us first in the performance score out of our nine peer businesses, within the category 'Environmental Services: Waste Treatment', and 22nd out of 551 businesses that GRESB assesses globally.

GRESB is the leading ESG benchmark for real estate and infrastructure investments across the world. The scores are used by more than 120 institutional investors to make decisions that are leading to a more sustainable future.

## → Electric chargepoints

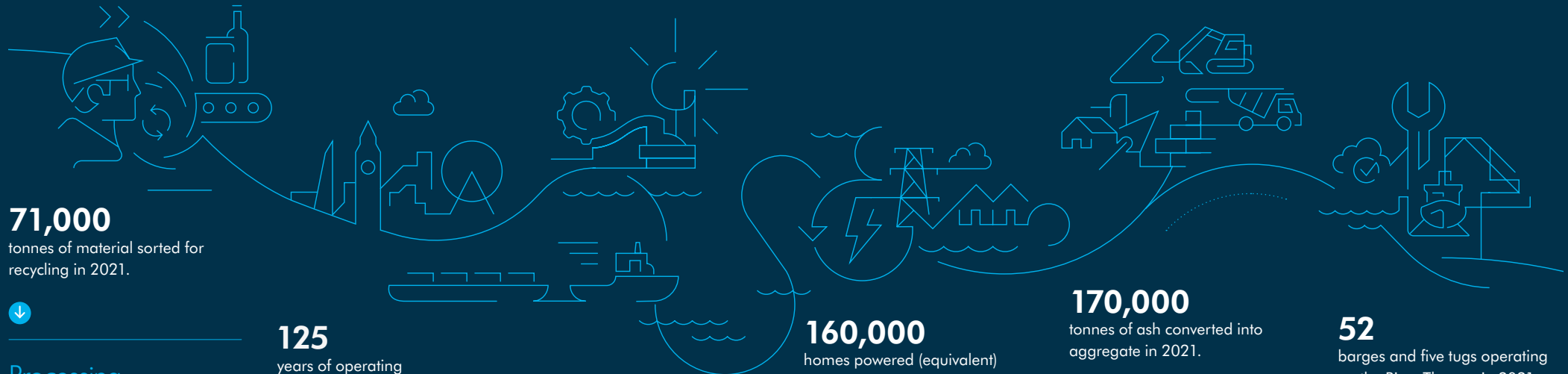
In 2021 we installed 37 electric vehicle chargepoints across six sites for Cory employees. We also set up an electric car leasing scheme to support our employees moving to zero carbon transportation. From their installation in mid-2021, a total of 662 charger sessions were held, using 11.5 MWh of electricity and saving 9.6 tonnes of CO<sub>2</sub>e.

## → District heating network

Continued development of a district heating network that could eventually service over 21,000 homes.

# At a glance

Incorporated 125 years ago, Cory has evolved from a coal distribution company on the River Thames into one of the UK's leading recycling and waste management companies.



## Processing recyclable materials

Cory receives, sorts and segregates dry mixed recyclables (DMR) for the four London boroughs that make up the Western Riverside Waste Authority (WRWA). In 2021, our Materials Recycling Facility at Western Riverside, Wandsworth separated 71,000 tonnes of DMR into 15 categories, including five different types of plastic, for onwards recycling by carefully considered and responsible third parties.

We also manage two Household Waste and Recycling Centres on behalf of the WRWA and the London Borough of Tower Hamlets.

## The Thames highway

We save around 100,000 truck movements a year by using the River Thames, our green highway. Waste is collected at four riverside transfer stations in Wandsworth, Battersea, the City of London, and Tower Hamlets, then transported on barges pulled by a fleet of five tugs.

## Processing non-recyclable waste

Cory currently processes up to 785,000 tonnes of non-recyclable (also known as residual) waste a year. Situated in Belvedere, Cory's Riverside 1 facility is one of the largest operational EFW facilities in the UK, and the only one with river infrastructure for receiving waste.

## Generating energy

An important by-product of the incineration process is steam. It drives a turbine in the EFW facility that can produce baseload electricity, enough to power 160,000 homes, equivalent to all the homes in a town the size of Croydon.

## Ash into aggregate

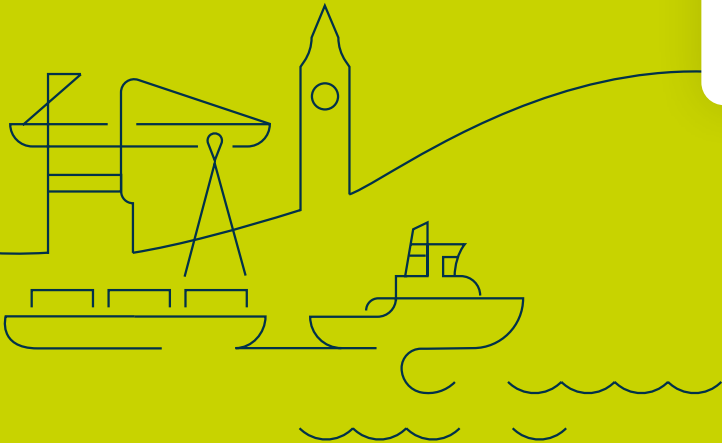
At Tilbury, metals are extracted for recycling from the 'bottom ash' produced by the incineration process. Up to 200,000 tonnes of ash can be recycled annually into aggregate for construction and roads, reducing the need to quarry virgin materials.

'Air pollution control residue', which is another final by-product of the incineration process, is re-processed into cinder blocks for construction, ensuring that no waste is wasted.

## Ship repairs

Cory has a ship repair yard in Gravesend. Here, we repair our barges, ensuring that they can be used on our green highway to transport waste and ash. We also repair third-party vessels that operate on the Thames.

# Sustainability at Cory



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## Sustainability at Cory

# Our material issues

We are committed to continually developing our approach to sustainability to ensure we are making a positive contribution to society long into the future. In early 2020 we undertook a materiality assessment to understand the issues that matter most to our internal and external stakeholders and to identify those that they believe will drive Cory's long-term success. We reported on this process [2020/2021 report 'Moving to net zero'](#) and use the same assessment to guide the content of this report.

We are working on a new materiality assessment during 2022 to ensure that we continue to focus on the sustainability risks and opportunities that matter most to our internal and external stakeholders and will share the outcomes in our report on our 2022 performance.

## Stakeholders who participated in the materiality assessment:

Employees



Lenders



Local government customers



Industry associations



Shareholders



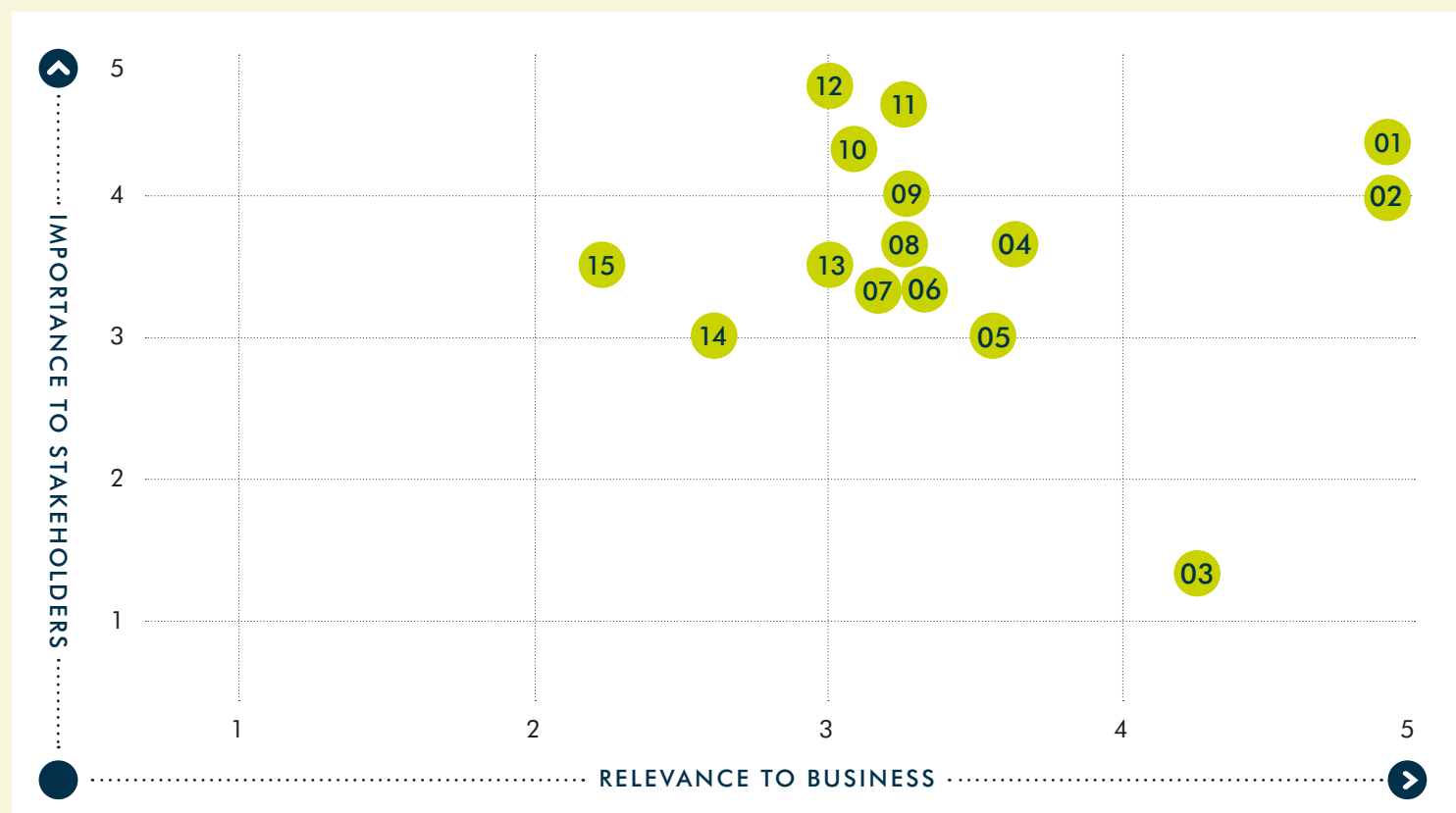
Suppliers



Commercial customers



## 2020 materiality assessment results



01 Recovering energy from waste  
02 Recycling rates  
03 Innovation for project delivery  
04 Health, safety and wellbeing

05 Energy use and fuel consumption  
06 Labour standards  
07 Circular economy  
08 Community investment and engagement

09 Use of the River Thames  
10 Waste treatment and disposal  
11 Climate change  
12 Emissions and air quality

13 Good governance  
14 Employee engagement and career development  
15 Biodiversity and habitat protection

## Our sustainability strategy

# What matters most

We developed our current sustainability strategy in 2021 and report on the 2022 actions and targets associated with its delivery throughout this report (as well as the outcomes of our 2021 actions and targets, see page 37). Following our 2022 materiality assessment, we will review the strategy to ensure it remains consistent with the expectations of our stakeholders.

In the global climate emergency, Cory is committed to playing its part in delivering a net zero carbon future.

## Moving to net zero



### Get to net zero by 2040

- Capture carbon from our EFW process
- Explore plastics removal from residual waste
- Maximise energy efficiency
- Undertake research and development (R&D) into zero emissions marine vessels
- Continue to purchase 100% renewable energy

### Maximise the carbon benefit of our process

- Expand our business to further divert waste from landfill
- Develop a heat network
- Maximise reuse of by-products

### Explore opportunities for sustainable building design, and low-carbon construction and procurement for new build projects

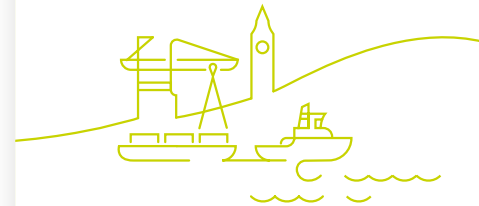
- Work with contractors and partners to reduce embodied carbon in new build projects where possible

By expanding our business and working to deliver net zero carbon emissions across our operations by 2040 we are supporting delivery of SDGs 7 and 13.



We are a London-based business, and we care deeply about our local environment and support a thriving and healthy River Thames.

## Caring for our local environment and the River Thames



### Continuous improvement of environmental performance

- Continuous improvement of our International Organization for Standardization (ISO) 14001 Environmental Management System

### Improve local biodiversity and ecological management at our sites

- Develop and implement a Biodiversity Action Plan for our site in Belvedere

### Maximise resource efficiency

- Implement an efficiency programme for water use

### Improve air quality across all sites

- Continually explore opportunities to reduce emissions to air from our EFW process
- Improve air quality measurement across sites
- Facilitate the move to cleaner vehicles for employees

By continually improving our environmental performance, and helping to support safe, resilient and sustainable communities in London and the South East, we are supporting delivery of SDG 11.



Our success as a business is dependent upon skilled and committed people. We strive to be a good neighbour to our local communities.

## Our people and local communities



### Continually improve our health and safety performance

- Promote a positive safety culture

### Promote the wellbeing of our employees

- Support employees who experience mental health issues
- Free personal finance training and support

### Provide rewarding and fulfilling careers for a diverse range of people

- Deliver a broad range of training and development opportunities
- Empower managers to be effective leaders
- Foster an inclusive and welcoming environment

### Build a sustainable, safe and ethical supply chain

- Provide expectations on supplier sustainability performance
- Prevent modern slavery and human trafficking in our business and supply chain

### Be a good neighbour to our local communities

- Provide opportunities for our local communities to learn about waste management
- Support engagement in science, technology, engineering and mathematics (STEM) subjects

By being an employer of choice and a good neighbour, we are supporting delivery of SDGs 8 and 12.



### Whole strategy underpinned by:

Business integrity



HSEQ compliance



External engagement



# Governance, advocacy and partnerships

## Governance

Responsibility for our sustainability performance is integrated and embedded into our existing governance structures.

## Advocacy and partnerships

We are committed to using the power of advocacy and partnerships to improve recycling and waste management regionally and nationally.

We work to promote effective policy that: supports UK industrial decarbonisation; addresses London's circular economy; promotes the benefits of river transport and the need for improving its infrastructure; and recognises the need to build a collaborative approach based on partnerships to tackling London's waste needs.

Another key part of our sustainability strategy includes working with local communities to encourage science, technology, engineering and mathematics (STEM) subjects in education and giving young people opportunities to help address future waste and resources challenges.

We are committed to meaningful partnerships with our stakeholders and the communities in which we operate. This helps us understand how our actions are viewed from the outside, while giving us an opportunity to contribute to the debate and promote and encourage talented people to join our industry.

### Our industry association memberships:

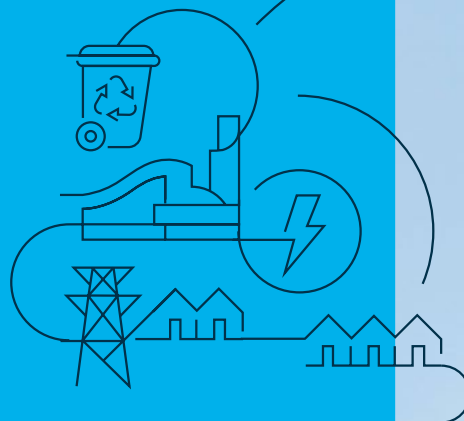
- Association for Decentralised Energy
- Carbon Capture and Storage Association
- CBI
- Environmental Services Association
- Energy & Utility Skills
- BusinessLDN
- Thames Skills Academy
- Waste Industry Safety and Health Forum
- Westminster Energy Forum

In 2021 we joined the Carbon Capture and Storage Association to help our efforts to create a supportive policy environment for a carbon capture market.

→ Find out more on **page 13**

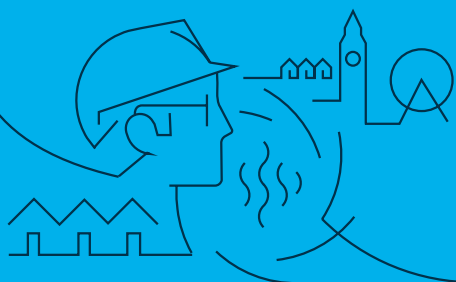
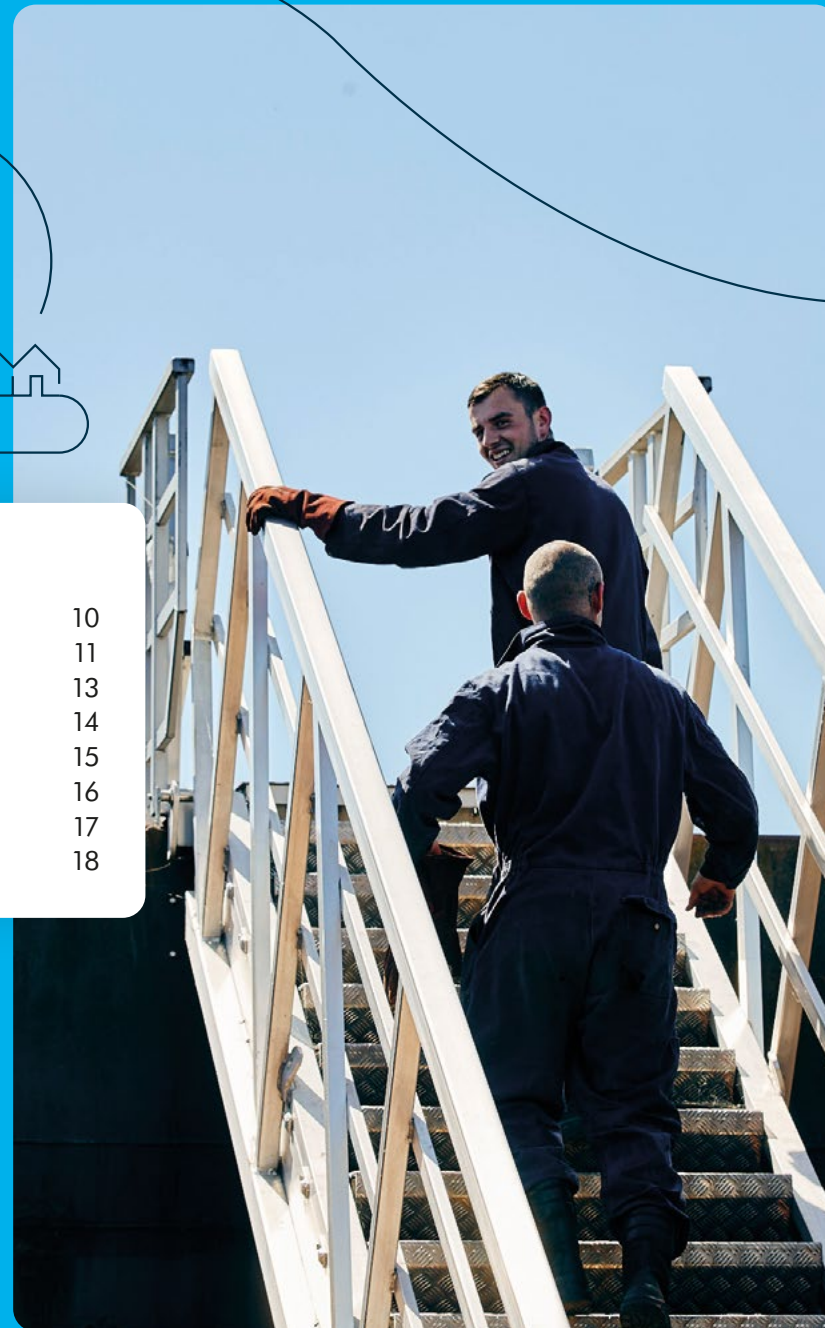


# Moving to net zero



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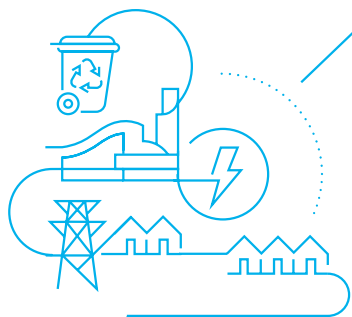


# The waste hierarchy

Everything the recycling and waste management sector does is driven by the waste hierarchy, which ranks waste management options according to what is best for the environment. Of course, waste is best avoided in the first place, and society must repair and reuse what it can, before recycling and then recovering energy from anything that cannot be recycled – with landfill disposal the option of last resort.

By driving waste up the hierarchy and away from landfill we play a key role in conserving resources and reducing the greenhouse gas emissions associated with society's waste.

The Environmental Services Association (ESA) calculated that in 2018 alone, our sector's activities resulted in nearly 50 million tonnes of avoided CO<sub>2</sub>e emissions across the economy, equivalent to taking 10 million cars off British roads.



Cory supports the waste hierarchy in the following ways:

- We are developing a second energy from waste facility, Riverside 2, to divert more waste from landfill, thus displacing 650,000 tonnes of waste per year from the bottom of the waste hierarchy.
- We operate a Materials Recycling Facility (MRF) in Wandsworth. In 2021, the MRF separated 71,000 tonnes of dry mixed recyclables into 15 categories, including five different types of plastic, for onwards recycling.
- By operating Household Waste and Recycling Centres (HWRCs) in Wandsworth and Tower Hamlets, we provide communities with a safe way to dispose of unwanted goods. We recycle these materials where possible.
- Our HWRC in Wandsworth is home to ReWork, a reuse workshop run by Groundwork, a community action initiative. ReWork repairs and services thousands of items before passing them onto charity retailers and social enterprises who sell them at affordable prices.
- Through the Cory Community Fund, we assist community projects that support the waste hierarchy through reuse, such as Thurrock Play Network and UpCYCLE. Read more on pages 32 and 33.
- We are developing a plastics campaign aimed at the government, packaging producers and brands to inform them of the types and volumes of plastics that we are finding in our residual waste stream.



## Prevention

Using less material in design and manufacture. Keeping products for longer; reuse. Using less hazardous materials



## Preparing for reuse

Checking, cleaning, repairing, refurbishing, whole items or spare parts



## Recycling

Turning waste into a new substance or product. Includes composting if it meets quality protocols



## Other recovery

Includes anaerobic digestion, incineration with energy recovery, gasification and pyrolysis which produce energy (fuels, heat and power) and materials from waste, some backfilling



## Disposal

Landfill and incineration without energy recovery

# Our carbon benefit

The primary purpose of energy from waste is to provide the most efficient process to treat residual waste.

At our Riverside 1 facility the energy embedded in residual waste is recovered and used to generate electricity for the UK grid. Metals are extracted and recycled and the by-products – Incinerator Bottom Ash (IBA) and Air Pollution Control Residue (APCr) – are reprocessed for use as road and building materials. This ensures there is no waste from waste.

EfW provides a carbon benefit to society due to the emissions it offsets or avoids in other sectors, for example:

- reducing methane emissions from landfill;
- displacing emissions from energy that would be generated by fossil fuel power stations;
- avoiding the need to quarry virgin materials for aggregate that can be produced from the IBA and APCr; and
- avoiding mining for new metals by recovering metals from the IBA.

## Carbon benefit\*

Process	Carbon benefit tCO <sub>2</sub> e
Power generation offset (export only)	150,597
By-products – IBA	561
By-products – APCr	423
Recycling (Materials Recycling Facility (MRF) sorting and metals from EfW)	153,696
Landfill offset	132,884
<b>Total 2021</b>	<b>438,161</b>

\* We have used the Entreprises pour l'Environnement (EpE) tool 'Protocol for the quantification of GHG emissions from waste management activities' (2013) to calculate our carbon benefit to UK society. This tool was updated by Ricardo Energy & Environment in 2020 as part of its work to calculate the recycling and waste management sector's pathway to net zero for the Environmental Services Association (ESA). The EpE tool does not account for landfill avoidance. As part of its work for the ESA in 2020, Ricardo calculated that 170kg CO<sub>2</sub>e is saved per tonne of waste sent to EfW over landfill. The figure for APCr is taken from OCO who process roughly 50% of the APCr from Riverside 1 and, together with captured carbon from industrial facilities, process it into manufactured limestone for the building trade. OCO calculates that the carbon footprint of its product is -44kg/tonne and we use this figure to calculate the carbon benefit of the APCr we send to them. The other 50% of the APCr was placed in long-term underground storage and is not included in our carbon benefit calculation. When combined with the results of the EpE protocol, this gives Cory an overall carbon benefit to UK society of 438,000 tonnes of CO<sub>2</sub>e in 2021.



We are working to increase our carbon benefit in several ways:

- Development of Riverside 2, a second EfW facility which will process 650,000 tonnes of non-recyclable waste into enough electricity to power 140,000 homes each year. This will save 170kg per tonne of waste compared to landfill.
- Development of the Riverside Heat Network.
- Ensuring that reuse of the IBA and APCr from our EfW process is maximised.

## Climate-related risks and opportunities

We are committed to robust governance of climate-related risks and opportunities and report on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in our Annual Report.

Please see pages 46–61 of our Annual Report to read more.

→ Find out more at [corygroup.co.uk](https://corygroup.co.uk)

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Society will always produce waste that cannot be recycled and we exist to put this waste to work. While we are proud of the part we play in keeping London and the South East clean and safe, we can do more for our communities. We look forward to delivering projects that will make a significant contribution not only to the decarbonisation of waste, but to reducing the carbon footprint of other parts of the economy. In short, we will make sure that no waste is wasted."

**Dougie Sutherland** – CEO



## The Riverside Heat Network

Working with Vattenfall, Local Authorities and developers, we are developing a district heat network to provide affordable and low-carbon heating to more than 21,000 homes. Riverside 1 will provide low-carbon heat for more than 10,500 homes in the London Borough of Bexley and the Royal Borough of Greenwich, and Riverside 2 will also have the capacity to supply heat to more than 10,500 additional homes.

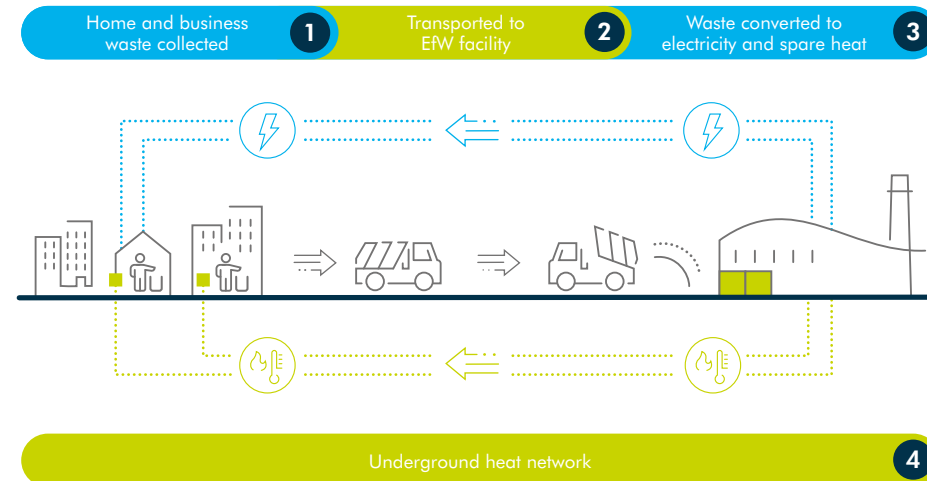
Vattenfall, which will deliver the project, has a wider vision to deliver low-carbon heating to 75,000 homes across the Thames Estuary over the next decade. The wider heat network will draw on secondary heat sources, such as heat as a by-product of commercial or industrial activities, or heat from the environment.

In May 2021 we announced that we received funding through the Government's Heat Networks Investment Project (HNIP). The £1.6 million commercialisation grant we received will support development of the Riverside Heat Network.

In August 2021, the Minister for Business, Energy and Corporate Responsibility, Lord Callanan, visited Riverside 1 to discuss the development of one of the UK's largest heat networks. During the visit he was presented the wider vision for the project by Cory, Vattenfall and housing association, Peabody.

### Why a heat network?

For the UK to reach net zero by 2050 heating will have to be decarbonised. Currently, most homes are not heated in a low-carbon way, with 85 per cent using natural gas. To get to net zero, gas boilers need to be replaced with something else. Heat networks harness heat from a central energy source, in this case EfW facilities, and deliver it to homes or businesses through a network of underground pipes. This makes it a low-carbon solution, with no need for individual boilers or electric heaters in every building.



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Changing how we heat our homes is a vital part of eradicating our contribution to climate change by 2050. This ground-breaking project will not only establish one of the UK's largest heat networks but will help accelerate the roll out of cutting-edge low-carbon technologies."

**Lord Callanan** – Minister for Business, Energy and Corporate Responsibility, when asked about Cory receiving the HNIP loan

The Heat Networks Investment Project (HNIP) is a government funding programme that aims to:

- Increase the number of heat networks being built.
- Deliver carbon savings.
- Help create the conditions necessary for a sustainable heat network market to develop.

HNIP will provide £320 million of capital funding to gap fund heat network projects in England and Wales.

→ Find out more at [www.gov.uk](https://www.gov.uk)

# Our carbon capture and storage project

During 2021 Cory's Board approved our net zero strategy which commits us to reaching net zero carbon by 2040. For Cory, net zero means that we will be removing more carbon from the atmosphere than we put in.

Currently, 99 per cent of our gross and 98 per cent of our net Scope 1 and Scope 2 emissions relate to the combustion of our customers' residual non-recyclable waste, and therefore achieving this goal is dependent on us installing carbon capture infrastructure onto our Riverside 1 energy from waste (EfW) facility, as well as our future facility, Riverside 2, when it becomes operational in 2026.



During 2021, we worked with specialist engineering and technical consultants to assess the feasibility of carbon capture and storage (CCS) deployment at both Riverside 1 and Riverside 2. The first stage of the pre-front end engineering and design programme concluded that a full chain (CO<sub>2</sub> capture, marine transport, and offshore storage) scheme for a two-phase EfW CCS project is feasible.

We have consulted widely with prospective transport and storage (T&S) stakeholders, technology providers, central and local government, and marine regulator stakeholders. The project intends to use marine shipment to transport liquefied CO<sub>2</sub> to offshore subsea storage.

Our objective is to achieve 'CCUS readiness' (consents in place, front-end engineering and design (FEED) completed, T&S provider identified) by 2026, and be in a position to be fully operational by 2028.

The project highlights the strategic importance of the Thames as existing, natural infrastructure which could help to establish a transportation hub to ship CO<sub>2</sub> from several other major industrial facilities in the region. The River reduces the need for complex infrastructure to transport CO<sub>2</sub> and provides flexibility and confidence as Cory will be able to access operational subsea storage locations, including the industrial clusters already selected by the UK Government.



Further to carbon capture, we are also working to reduce the volume of plastics that enter our facility. We are developing a plastics campaign focused on the types, sources and uses of plastics that we believe should be limited in production. The campaign, which will be launched in 2022, is informed by an enhanced composition analysis that has been undertaken on the waste entering Riverside 1 from the households and businesses we service. While we believe that consumers have an important role to play in ensuring that less plastics are used and more plastics are recycled, the most significant changes can be made at a policy and business level to limit the production of plastics altogether.

## Carbon Capture and Storage Association (CCSA) strategy

In October 2021 Cory joined the Carbon Capture and Storage Association (CCSA), emphasising our commitment to helping the UK meet its 2050 net zero target.

The CCSA was established to ensure that carbon capture, utilisation and storage (CCUS) is recognised as an essential solution to deliver net zero emissions across the economy. It is working to develop long-term commercial models that will establish CCUS clusters to deliver clean regional growth and help industry transition to a low-carbon economy.

The CCSA plays an important role in engaging Government to ensure the UK has a policy in place to enable energy from waste facilities to deliver net zero and beyond.

[→ Find out more at CCSA](#)

## Our greenhouse gas emissions 2021

In 2021 the CO<sub>2</sub>e emissions from our Riverside 1 EfW facility comprised 47.1 per cent fossil carbon and 52.9 per cent biogenic carbon, resulting in emissions of 360,803 tCO<sub>2</sub>e and 405,233 tCO<sub>2</sub>e, respectively. Emissions from our EfW facility were higher than in 2020 due to us processing 50,000 more tonnes of waste in Riverside 1.

For the first time, throughout 2021 CO<sub>2</sub> emissions were continuously monitored with the facility's Continuous Emissions Monitoring System, which measured a CO<sub>2</sub> emitted to waste incinerated ratio of 0.98 tCO<sub>2</sub> to 1 tonne of waste. In previous years CO<sub>2</sub> emissions from Riverside 1 were calculated using a locally agreed conversion factor with the Environment Agency, which was 1.008 tCO<sub>2</sub> to 1 tonne of waste in 2019 and 2020.

In 2021 emissions from our operations (all activities excluding emissions from our EfW process) were 5,854 tonnes CO<sub>2</sub>e compared to 7,500 tonnes CO<sub>2</sub>e in 2020. The reduction of 1,646 tonnes is due to us moving our tugs onto biofuel in June 2021, which resulted in a net 90 per cent CO<sub>2</sub> reduction in emissions compared to marine gas oil.

### Interim targets to reducing our carbon dioxide emissions before 2040

In terms of the process emissions from our existing and future EfW facilities (currently 99 per cent of our gross emissions are from Riverside 1), we are currently unable to commit to an annual reduction. This is because our ability to reduce these emissions is dependent on the success of our carbon capture and storage (CCS) project.

Once the project is operational, we could be removing more carbon dioxide from the atmosphere than emitted from our EfW process. As year-on-year generally around 50 per cent of the CO<sub>2</sub> emissions from our Riverside 1 facility are derived from fossil inputs (plastics) and around 50 per cent are biogenic

(from paper, cardboard, wood) our overall operation has the potential to be carbon negative. With carbon capture plants installed at both facilities, achieving a 90 per cent capture rate on each, we could be removing more than 600,000 tonnes CO<sub>2</sub>e from the atmosphere every year<sup>3</sup>.

While we expect to be carbon negative by 2040, we will achieve this by implementing major projects rather than delivering year-on-year reductions.

### Using renewable energy

In 2021 we purchased 100 per cent renewable energy across all our sites, reducing our market-based Scope 2 emissions from 1,709 tCO<sub>2</sub>e to 10 tCO<sub>2</sub>e. The renewable energy we procure meets the quality criteria of the GHG Protocol (2015) for reporting zero carbon emissions and has been independently assured by Carbon Clear.

## Greenhouse gas emissions (tCO<sub>2</sub>e)

Scope	2021	2020
Scope 1 – total	366,657 <sup>1</sup>	353,393
Scope 2 – location based	1,709	1,906
Total gross Scope 1 and Scope 2 emissions	368,366	355,299
Intensity ratio (gross Scope 1 + 2)/tonnes of waste handled	0.43	0.43
Scope 1 – combustion of natural gas	134	131
Scope 1 – combustion of fuel for transport purposes	2,161	4,330
Scope 2 – market based	10	13
Scope 3 – transport	5	3
Scope 3 – electricity transmission and distribution	151	164

See further details on our GHG emissions in our Streamlined Energy and Carbon Report in [our Annual Review](#) and in the data section on page 47.

## An example of our trajectory to a carbon negative EfW process<sup>2</sup>

Scenario	Total CO <sub>2</sub>	Fossil CO <sub>2</sub> emitted	Biogenic CO <sub>2</sub> emitted	CO <sub>2</sub> emissions captured (90%) <sup>3</sup>	Remaining emissions	Emissions removed from atmosphere
Riverside 1 and Riverside 2 with 90% CCS	1,435,000	662,367	743,933	1,265,670	140,630	603,303

→ 1 CO<sub>2</sub> emissions increased in 2021 due to processing 50,444 more tonnes of waste than in 2020.

→ 2 These figures are based on Riverside 1 processing 785,000 tonnes of waste per annum, and Riverside 2 processing 650,000 tonnes of waste per annum. The figures from the January 2021 waste composition analysis were used, which found 52.9 per cent of the waste qualifying as biomass and 47.1 per cent fossil. With carbon capture technology installed, we would use a different method to ensure a more accurate breakdown of the fraction of our emissions which are biogenic and fossil.

→ 3 We expect to achieve a higher than 90 per cent capture rate on the project.

## Our operational emissions

From 2020 to 2021 we reduced our operational emissions by 1,646 tCO<sub>2</sub>e by moving to hydrotreated vegetable oil (HVO) from marine gas oil in our Lighterage operation in June 2021.

In January 2022, we acquired McGrath Group, an independent recycling and waste management company based in Barking, East London. McGrath Group's facilities include a Waste Transfer Station which currently receives more than 300,000 tonnes of recyclable and non-recyclable waste per annum, a wharf, and a Materials Recycling Facility.

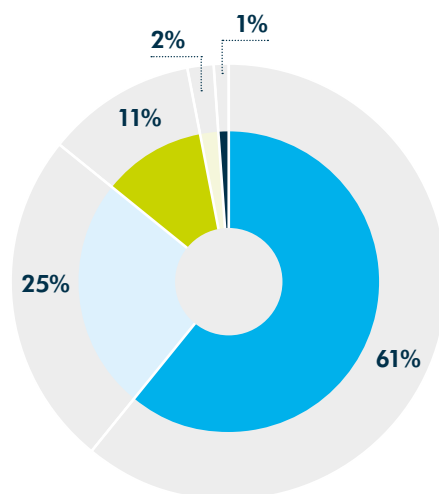
We are currently in the process of transitioning this business and site to Cory policies, procedures and processes. Once this transition is complete, we will be recalculating our baseline to map our operational emissions trajectory to 2040.

In 2021 we made the following long-term commitments to reduce our operational emissions:

- ➔ Maximise energy efficiency across all sites and activities.
- ➔ Invest in no new diesel heavy plant from 2030 and achieve total phase-out of all diesel-fuelled plant and site vehicles by 2040.
- ➔ Have zero emissions dock tractors operating at our EfW site in Belvedere by 2030.
- ➔ Phase out natural gas from all sites by 2030.
- ➔ Use low-carbon fuels in our river fleet while undertaking R&D into zero emissions marine vessels.

### Operational emissions 2021 by percentage share

- Gas Oil – Riverside 1 processes (Auxiliary burners and emergency diesel generator)
- Marine Gas Oil – Transport
- Gas Oil – Transport
- Natural Gas
- HVO Biofuel – Transport, Company Cars, Diesel – Transport



Operational emissions source	Percentage share	What we are doing about it
Gas Oil – Riverside 1 processes (Auxiliary burners and emergency diesel generator)	61%	<p>We intend to capture the emissions from the gas oil used in the auxiliary burners at our EfW plant through our carbon capture and storage project.</p> <p>For the emergency diesel generator, which provides back-up power, we will seek to identify a zero emissions alternative as technology develops.</p>
Marine Gas Oil – Transport	25%	Emissions from our river operations decreased by 1,646 tCO <sub>2</sub> e from 2020 to 2021 due to moving to hydrotreated vegetable oil from marine gas oil. During 2021 we have undertaken research and development into the potential for zero emissions vessels to operate on the River Thames, read more on page 16.
Gas Oil – Transport	11%	Gas oil is used in the mobile plant and dock tractors operating at our Waste Transfer Stations and EfW site in Belvedere. We are working with the manufacturer of the dock tractors to develop an electric vehicle that is suitable for our operations, read more on page 16.
		We have made a commitment to phase out all diesel-fuelled plant and site vehicles by 2040 and are waiting for economically and operationally feasible zero carbon alternatives to become available on the marketplace.
Natural Gas	2%	Three of our sites use natural gas and we have made a commitment to phase this out by 2030.
HVO Biofuel	Combined 1%	These are the emissions from our use of HVO on the river; our Lighterage Team is heavily focused on energy efficiency, read more on page 16.
Company Cars		In 2021 we installed 37 electric vehicle chargepoints across six sites for Cory employees. We also set up an electric car leasing scheme to support our employees moving to zero carbon transportation.
Diesel – Transport		These are emissions from vehicles that travel between our sites which will be changed to electric vehicles by 2030.



## Actions to achieve our commitments

### Energy efficiency

We know the cleanest energy is the energy that we do not use, so maximising our energy efficiency is a key goal of our sustainability strategy. Energy consumption is managed through our Environmental and Energy Policy which commits us to reviewing our energy performance regularly, while continually improving. We do this by incorporating the intent of ISO 50001 Energy Management in our certified ISO 14001 Environmental Management System.

During 2021 we undertook energy reviews at all our Waste Transfer Stations and developed energy efficiency plans for each site to deliver in 2022. We have an ongoing LED lighting programme, with our Walbrook Wharf Waste Transfer Station now operating with 100 per cent LED lighting. Consumption data is shared with sites quarterly via an 'energy use dashboard' so that new measures and improvements can be assessed on an ongoing basis.

Our Lighterage Team has been exploring options to maximise fuel efficiency on our tugs. Engine idling times have been reduced by an average of 12 per cent across our fleet since 2019, saving approximately 12,000 litres of fuel per year. A new programme was initiated in June 2021, requiring captains to operate the tugs at a maximum of 75 per cent engine power when underway and when it is safe to do so. Over six months this saved 63,000 litres in fuel.

### Telemetry study on our dock tractors

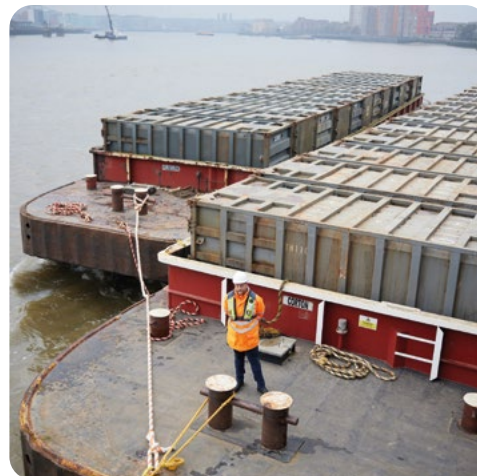
At Riverside 1 we operate a fleet of six dock tractors per shift covering both our waste (four) and IBA (two) operations. The vehicles transport containers from the jetty to the waste bunker and IBA hall and back again. These vehicles operate five days a week, for two eight-hour shifts, using 100,000 litres of diesel a year.

Replacing this fleet with electric vehicles would be a huge step forward in our journey to zero operational emissions.

In 2021 we ran a telemetry study with the manufacturer of the vehicles, Terberg, to understand the power and charging requirements for an electric fleet, and in January 2022 we successfully trialled an electric dock tractor moving an ash container at the site. By the end of 2022 we intend to have one electric dock tractor operating a long-term trial at the facility, working in partnership with Terberg, in order that they can develop a product that works for our operation looking at aspects such as battery packs, size, charge rates and speed.

### Using hydrotreated vegetable oil as a fuel on the river

In June 2021, following successful trials throughout 2020, we moved our entire river fleet from marine gas oil to run on biofuels. The biofuel, hydrotreated vegetable oil (HVO), is produced from waste materials such as used cooking oil and waste fats, which do not release any new carbon dioxide into the atmosphere. This will result in a reduction of net carbon dioxide emissions by over 90 per cent



from our river operations. The feedstocks used to manufacture HVO are 100 per cent waste, with all raw materials checked and verified, and the fuel's credentials audited by the Department for Transport to ensure both sustainability and product integrity are certified.

### Research and development into zero carbon marine vessels

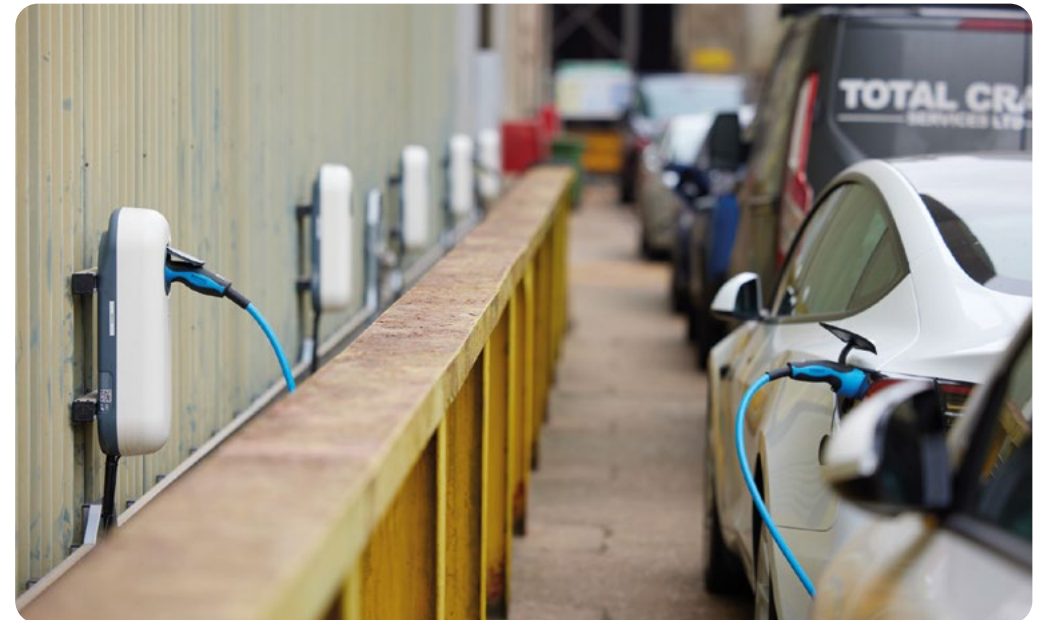
Working in partnership with BAE Systems and Wight Shipyard, during 2021 we conducted a feasibility study as part of the Innovate UK Clean Maritime Demonstration Competition.

The purpose of the project was to identify options for low-carbon marine infrastructure to support waste delivery on the river to our future EfW facility, Riverside 2. Critical to the success of the project was identifying options that were economically, socially and environmentally superior to current infrastructure and systems and that provided wider benefits for Thames River users, such as improved safety as well as decarbonisation. It was also

critical that any options identified would fit within the timeframe for implementation for Riverside 2 and specifically the commencement date of 2026.

The feasibility study identified that these critical success factors could not be met at this current time, and therefore Cory will not be proceeding to stage two, which is a demonstration project. To service Riverside 2, we therefore intend to procure similar vessels to our existing fleet, opting for the most efficient available on the market at the time of ordering. We intend to use biofuels to power these.

Cory fully supports BAE Systems' continued quest to pursue decarbonisation options on the River Thames, and the Innovate UK projects they are undertaking with other operators on the Thames to realise these goals. Cory looks forward to watching the progress on these projects, and in particular, the development of low-carbon technology that would be capable of meeting our operational requirements.



## Our value chain emissions

During 2021 we worked with a consultancy to carry out a review of our value chain emissions.

We began with a screening of our Scope 3 emissions to determine the most relevant categories and selected the sources that we believe most impact our value chain emissions footprint to be captured as part of the analysis. These included by-products from our EfW process, consumables used in our EfW facility and waste collections from significant customers.

The assessment applied the GHG Protocol Corporate Standard and the GHG Protocol Scope 3 categories definition.

When compared to Scope 1 and 2 emissions, Scope 3 accounts for 15 per cent of Cory's total emissions. The analysis has identified that Riverside 1 consumables account for around 63 per cent of the Scope 3 emissions, and specifically Hydrochloric acid is the dominant emission source within this, at 47 per cent.

Given the relative size of our Scope 3 emissions compared to our Scope 1 emissions, we will continue to focus on delivery of our carbon capture and storage project as our principal project to achieving net zero. The consumables we use in our plant play an essential role in reducing the emissions to air resulting from our energy from waste process, however following this analysis, we will be engaging with the engineers at our facility to explore whether there are viable opportunities to reduce the use of consumables in our plant.



### Breakdown of Scope 3 emissions

Scope 3 category	Activity	Emission source	Tonnes CO <sub>2</sub> e 2021
Purchased goods and services	EfW consumables <sup>1</sup>	Use of Hydrochloric acid, Lime, Ammonia, Caustic soda and Activated carbon in EfW process	39,762
Upstream transportation and distribution	Waste collection	Fleet energy use	8,594 <sup>2</sup>
Waste generated in operations	By-products from EfW process	Incinerator Bottom Ash, Air Pollution Control Residue sent for reprocessing and Air Pollution Control Residue sent to long-term storage	3,484
Fuel and energy related activities	Energy use in operations and water supply and treatment <sup>3</sup>	Use of fuels and natural gas, electricity consumption and water consumed in operations	1,659
Business travel	Business travel	Company car and personal car use for business travel	5

→ See more detail in the data tables on [page 47](#)

### What are Scope 3 emissions?

Under the Greenhouse Gas Protocol, emissions are considered Scope 3 when they are not directly within the control of a company but can be influenced through the company's actions, for example from business travel, employee commuting and purchased goods and services.

- 1 The assessment was performed considering an upstream cradle to gate boundary for each material; this considers all activities starting with the extraction of materials from the earth, their transportation, refining, processing and fabrication activities until the material or product is ready to leave the factory gate.
- 2 Very few customers were able to provide an estimate of fuel used to deliver waste to us, and therefore an emissions factor has been estimated based on data provided by the Western Riverside Waste Authority. This assumption was verified and compared with the WRATE model 10 benchmark values for waste transportation and collection and the figures were similar in value. These figures include both waste delivered by road into our Waste Transfer Stations (7,212 tCO<sub>2</sub>e) and directly by road into Riverside 1 (1,382 tCO<sub>2</sub>e).
- 3 Calculated using the UK Government's GHG Emission Factors.

## Moving to net zero – Actions and targets for 2022

### → Ambition

**Achieve net zero carbon emissions across our operations by 2040.**

### → Goals

Progress policy and planning timeline to capture carbon from our existing and future EfW facilities.

Work to improve understanding of the plastic content of residual waste, and publicly communicate on the need to remove plastics from residual waste.

Maximise energy efficiency across all sites and activities.

Invest in no new diesel site vehicles or heavy plant from 2030, and achieve total phase-out by 2040.

Phase out natural gas from all sites by 2030.

Continue to use HVO in our river fleet while undertaking R&D into zero emissions marine vessels.<sup>1</sup>

Invest in renewable energy.

### → 2022 actions and targets

→ Commence Development Consent Order pre-application phase, including Environmental Impact Assessment scoping.

→ Commence next phase of stakeholder engagement – including local, political and regulatory stakeholders – and develop consultation strategy.

→ Undertake enhanced waste composition sampling of waste entering Riverside 1 to better understand the types of plastic in residual waste.

→ Deliver communications campaign on the results of the plastic content analysis and on the need to keep plastics out of residual waste.

→ Identify a stable off taker for recycling sacks coming into the Materials Recycling Facility.

→ Sites to deliver individual 2022 energy efficiency plans and increase focus on energy use and efficiency in day-to-day operations.

→ Ensure meters are installed on all fuel storage tanks and usage is recorded.

→ Continue LED lighting programme across all sites.

→ Continue engine idling programme on the tugs, monitoring idling time per tug and reporting back to crews.

→ Continue to implement maximum power on tugs at 75 per cent and track fuel-saving results over the year.

→ Upgrade optical sorters in the Materials Recycling Facility to improve energy efficiency and capture rate.

→ Hire an electric Terberg and establish the charging requirements and optimum location of chargepoints.

→ Maximise efficiencies in heating, ventilation and air conditioning.

→ Identify any next steps following feasibility study with BAE Systems and Wight Shipyards.

→ Continued purchase of REGOs.

→ 1 At the time of publishing in June 2022, there is huge pressure on the HVO market, with high demand and a shortage of supply. This may affect our continued ability to use HVO in our Lighterage Operations.

## Moving to net zero – Actions and targets for 2022 continued

### → Ambition

**Maximise the carbon benefit of our process.**

### → Goals

Develop Riverside 2 to further divert waste from landfill.

Maintain investment in the efficiency of Riverside 1.

Make use of our waste heat by providing heat to a district heating network.

Achieve complete circularity of our combustion process, which means 100 per cent reuse of by-products.

Engage with our supply chain on emissions reductions opportunities.

**Explore opportunities for sustainable building design, and low-carbon construction and procurement for new build projects.**

Work with our contractors and partners to reduce embodied carbon in our new build projects by adopting new technologies, piloting new materials and specifying low-carbon energy and diesel alternatives where feasible.

### → 2022 actions and targets

→ Achieve financial close on the Riverside 2 project and enter into key contracts required to implement the Riverside 2 project. Commence enabling and then main works.

→ Deliver project to improve the sliding bleeds control of the turbine to improve the efficiency of electricity generation.

→ Following on from the collaboration agreement between Cory and Vattenfall, enter into heat offtake agreement with Vattenfall for the supply of heat from Riverside 1.

→ Confirm the heat pipeline route from Riverside.

→ Secure planning permission.

→ Continue to advance relationships with stakeholder authorities and prospective heat customers.

→ Select supplier/s for APCr for the next three-to-five-year period, ensuring that a full market analysis of all potential opportunities over the next ten years has been completed.

→ Pilot and implement a methodology to factor CO<sub>2</sub> into decision-making processes and investments.

→ Demonstrate engagement with key contractors and partners to show that opportunities to reduce embodied carbon in new build products and employ low-carbon construction techniques have been identified and prioritised.

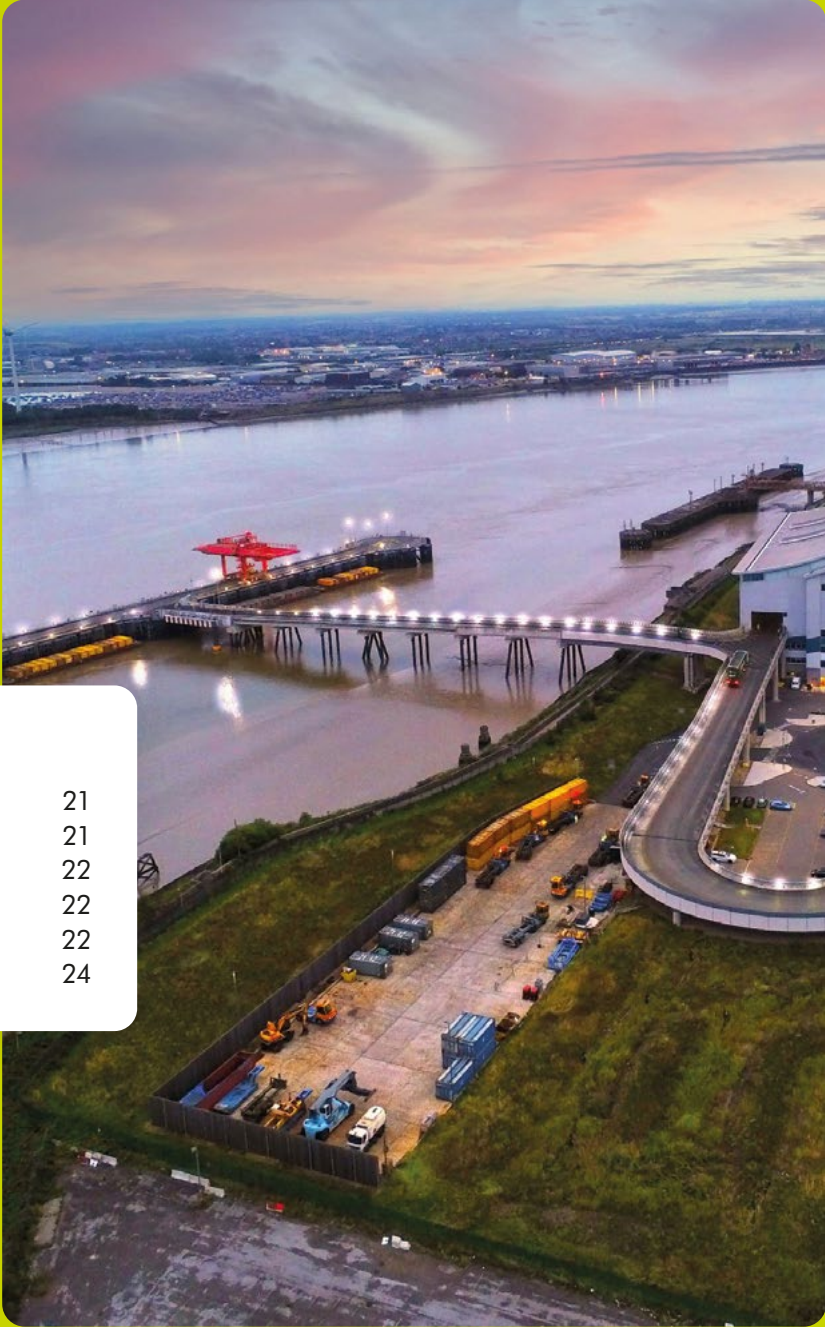


# Caring for our local environment



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# Caring for our local environment

## Our environmental management system

As a recycling and waste management company, our operations contribute towards environmental protection by ensuring waste is disposed of in a way that reduces the risk of pollution and negative environmental impacts.

We are committed to protecting the environment through continual improvement of the environmental performance of our operations, reducing primary resource consumption, adhering to the waste hierarchy, and monitoring and reducing, wherever reasonably practicable, emissions to air, water and land from our operations.

We identify and manage our potential environmental impacts through ongoing and robust risk assessment. We set clear environmental objectives and targets on a site-by-site basis to manage, minimise and, where reasonably practicable, eliminate these risks.

We work to enhance our environmental performance using the ISO 14001 standard for environmental management systems as part of our Integrated Management System (IMS). ISO 14001 allows us to manage our environmental responsibilities in a systematic manner, meaning we can fulfil compliance requirements at the same time as achieving our environmental objectives.

## Air quality

We comply with stringent air quality emissions limits and our emissions are continuously and independently monitored. We are constantly exploring new technologies and methods to reduce our air quality emissions.

Cory reports to the Environment Agency and works with other independent bodies, including the Environmental Research Group at Imperial College London (ICL), to monitor the impact our EfW facility has on local air quality. ICL independently monitors air quality around our EfW facility at eight different monitoring locations in the surrounding boroughs of Bexley, Barking and Dagenham, and Havering.

Riverside 1 has been operating within all daily air pollution limits since it became operational in 2011. The results from ICL's 2021 study confirmed again that the UK Air Quality Strategy objectives were met at all monitoring sites around the facility. Our emissions data is published monthly on our website.

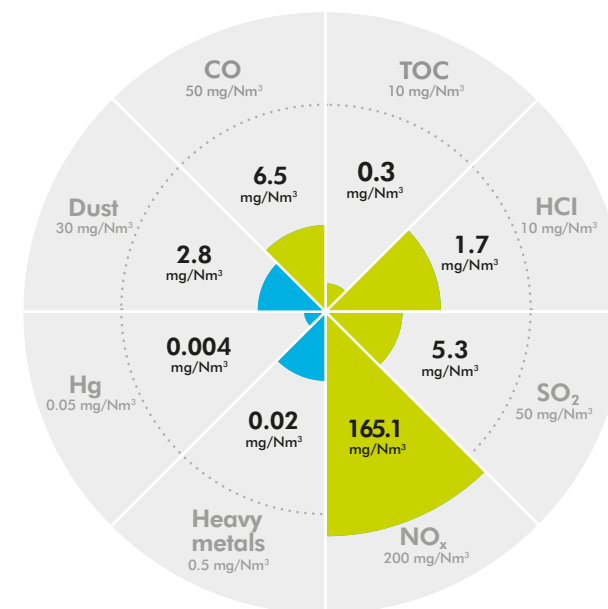
During 2021 we carried out an enhancement project to reduce NO<sub>x</sub> emissions and trialled all lines at 150mg/m<sup>3</sup>. Investigations into reducing our NO<sub>x</sub> set point will continue during 2022.

We undertook a dioxin analysis study during plant line start up, and the results were in line with the results reported by other EfWs operating in the UK. We also completed a particulate size analysis of particulate matter. This study will now be completed annually to enable us to report a measured figure in our Annual Performance Report to the Environment Agency.

At Riverside 2, our second EfW facility that will become operational in 2026, we are investing in Selective Catalytic Reduction technology which will reduce our NO<sub>x</sub> to the lowest in the UK of any EfW facility.

### Emissions from Riverside 1 2021

- Periodic/daily average emission limit value as specified in site Environmental Permit
- Performance 2021: the daily average values of the continuously measured parameters
- Performance 2021: the average values of periodically measured parameters





## Cory on the River

Cory has been operating on the Thames since at least 1785 – first transporting coal, then oil, and then aggregates and waste on the river. The river has always been central to our operations, and we continue to be one of the biggest commercial operators on the Thames, using a fleet of five tugs and over 50 barges to ship 800,000 tonnes of material a year, removing the equivalent of 100,000 lorry journeys from London's roads. Once Riverside 2 is in operation, we will be transporting around 1.5 million tonnes of material a year on the river.

We have been awarded silver level for outstanding environmental performance from the Port of London Authority (PLA) Thames Green Scheme. This is a scheme for inland waterways commercial and services operators to demonstrate their environmental performance for elements including air quality, carbon, energy, water quality, litter, waste and nuisance management.

## The Thames Litter Forum

During 2021, Cory joined the Thames Litter Forum, which provides a collaborative environment to promote actions towards reducing litter on the Thames.

Plastic litter is a major problem for any environment and the Thames is no exception.

Larger pieces of plastic are being continuously rolled backwards and forwards by the estuary's tidal movements and are broken down into smaller and smaller microplastic fragments that are easily ingested by birds, fish and smaller species such as crabs. The Thames Litter Forum aims to tackle this problem.

Members include London Zoological Society, Royal Holloway University, and The Waste and Resources Action Programme (WRAP).

## Biodiversity

We are committed to limiting the environmental impacts of any unavoidable disturbances to ecosystems caused by our operations and we promote the conservation of biodiversity as far as possible.

We are continuing to work with key stakeholders on a dedicated biodiversity mitigation strategy for Riverside 2. This involves identifying and delivering the necessary mitigation measures required to safeguard protected species during the pre-commencement works, construction and operational phases of the project. Net positive biodiversity is part of the design philosophy and a 10 per cent net gain minimum will be delivered through offsetting.

In 2021 we installed a new bug house on the rewilded grass verge at Riverside 1, and with support from the Essex Wildlife Trust we put up bird boxes at our sites in Charlton and Gravesend to attract wagtails.



## Processing recyclable materials

The UK's 18th annual Recycle Week in September 2021 focused on encouraging citizens to recycle more in the fight against climate change. This theme was inspired by a Recycle Now survey, which found that 55 per cent of households still put recyclable items in the residual waste bin.

Improving public knowledge of what is recyclable is a crucial part of improving UK recycling rates, as is reducing levels of contamination. Knowledge, appetite and commitment are all key. Taking consistent individual action is not always easy, especially when we live busy lives that are already filled with daily admin and competing demands. There's a semi-flippant comment that's sometimes made – "we can't recycle our way out of this climate crisis". No, we can't. But as one piece in a jigsaw of more sustainable habits, recycling can make a difference.

## Household Waste and Recycling Centres (HWRCs)

By operating HWRCs in Wandsworth and Tower Hamlets, we provide communities with a safe way to dispose of unwanted goods. We reuse, recycle or process these goods as waste, recovering energy and by-product materials.



## Processing recyclable materials continued

### ReWork – reuse workshop

ReWork is a reuse workshop based at the HWRC Cory operates in Wandsworth, which sees thousands of items passed on to charities for resale.

The workshop accepts the following items in good cosmetic condition which are then passed on to charities for resale:

- Home furniture (e.g. bed frames, sofas (with fire certificate), tables, chairs, cupboards and drawers).
- Large domestic appliances/White goods (e.g. fridges, washing machines, tumble driers and cookers) and microwaves. Even if they are no longer working, it may be possible for them to be repaired on site and passed on for reuse.
- Bicycles.
- Sports equipment.
- Bric-a-Brac.
- Toys.
- Tools.

ReWork provides work experience and training to local unemployed people.

As a consumer habit, recycling has something in its favour. Although waste management has never been seen as a glamorous industry, caring about how waste is managed – and its inextricable link to ensuring a cleaner environment – is fast attracting newfound appreciation. The more this appreciation for waste management spreads, the more likely people are to prioritise adopting responsible waste management practices.

As a major company operating in the UK waste sector, Cory recognises it has a role to play in the country's journey to managing waste as sustainably as possible. The most visible part of the business is often perceived as our energy from waste facility in Belvedere, which processes residual – or non-recyclable – waste. However, our priority is to reuse and recycle materials wherever possible. One way we do this is by sorting and processing recyclable material. We operate Household Waste and Recycling Centres in Wandsworth and Tower Hamlets and a Materials Recycling Facility (MRF) in Wandsworth. In 2021, the MRF separated 71,000 tonnes of dry mixed recyclables into 15 categories, including five different types of plastic, for onwards recycling.

There has been huge flux in recycling markets over the last few years driven by significant markets, China and Turkey, banning the import of some materials, lack of processing capacity in the UK and Europe, and the impacts of the Covid-19 pandemic. We carry out extensive due diligence on all off takers for our processed recyclable materials to ensure they will be managed in an environmentally responsible manner, with our current end markets shown in the graphic 'Where does my recycling go?' which is available on the WRWA website for local residents.

Cory is striving to do its bit – as a business that prioritises recycling, works with policymakers and customers to increase UK recycling levels, and helps to instil responsible behaviour in its employees through increased engagement on recycling correctly at work.

## Where does my recycling go?





## Emissions and air quality – 2022 actions and targets

### → Ambition

#### Improve air quality across all sites.

### → Goals

Continuously explore opportunities to reduce emissions from Riverside 1.

Improve air quality measurement across all sites and identify opportunities to make improvements.

Facilitate the move to cleaner vehicles for employees.

### → 2022 actions and targets

- Carry out enhancement project to understand actions required to optimise selective non-catalytic reduction system and further reduce NO<sub>x</sub> setpoint.
- Undertake instrument upgrade to continuously monitor N<sub>2</sub>O.
- Standardise occupational health monitoring across all sites for fumes and dust, beyond regulatory requirements.
- Continue to offer electric vehicle leasing scheme and provide chargepoints for staff.

## Caring for our local environment – 2022 actions and targets

### → Ambition

#### Enhance our environmental performance through use of an effective and continually improving environmental management system.

### → Goals

Continue to improve ISO 14001 Environmental Management System.

Participate in selected external schemes to seek assurance of our environmental management and performance.

#### Maximise water efficiency.

Monitor water use across all sites, identify opportunities to reduce consumption, and develop and implement efficiency programmes.

#### Improve our understanding of local biodiversity issues and ecological management at our sites.

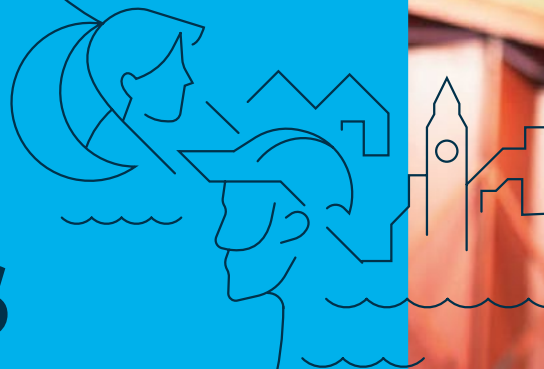
Develop and implement a Biodiversity Action Plan for our site in Belvedere to identify opportunities to strengthen biodiversity and ecosystem services.

### → 2022 actions and targets

Continued external certification and improvement of our ISO 14001 Environmental Management System through:

- Improvement plans.
- Staying abreast of legal requirements.
- During 2022 adopt key elements of ISO 50001 within existing management system.
- Internal and external auditing.
- Reviewing the impacts of our energy use.
- Participate in PLA Thames Green Scheme to demonstrate Cory's commitment to a cleaner, healthier Thames.
- Continue annual participation in the GRESB Infrastructure Asset Assessment to seek an external benchmark of our ESG management and performance.
- Explore options for improved water usage meterage at Riverside 1.
- Include water use on site energy use dashboard.
- Identify sites with highest water usage and understand why.
- Assess whether there are opportunities for efficiency in water use and set targets in relation to reduced usage.
- Understand opportunities for enhanced biodiversity management at Riverside 1.

# Our people and local communities



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# Health and safety

Health and safety is at the centre of everything we deliver as a business, and we work to achieve the highest safety standards.

Our safety management system extends to all our operational sites and head office. It covers employees anywhere they work, as well as contractors, agency workers and visitors onsite or aboard our vessels.

## Performance in 2020 and 2021

### Performance comparison

The pyramid below shows a comparison between our performance in 2020 (left) and 2021 (right).

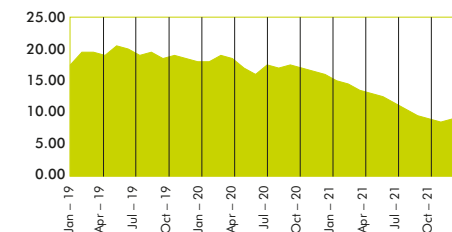
2020		2021
0	Fatal	0
3	RIDDOR/MAIB	5
12	Lost Time	5
14	High Potential Severity	23
114	Incidents	171
475	Safety Observations & Hazard Reports	1,863

### Lost Time Injuries

Reduction in the number of Lost Time Injuries, and in the number of Days Lost.

	Cory Employees	Rate	Contractors	Rate
Number of workers	319		75	
Hours worked	677,626		135,400	
Minor accidents	31	4.58	10	7.39
RIDDORs	3	0.44	0	0
Fatalities	0	0	0	0

### Cory rolling 12-month injury frequency rate per 100,000 man-hours worked (Jan 2019 – Dec 2021)



## Our management approach to health and safety

Enabling our employees to work safely is a fundamental value of our business, which we believe is a foundation of our success. We measure our performance and share this information through weekly and monthly dashboards on key safety performance indicators, and we follow up with weekly calls between the leaders of the business and frequent site visits by

the Executive Leadership Team to review incidents and monitor the culture and morale of our workforce. This safety leadership is supported by robust systems, processes and equipment that have been designed to create safe, healthy and secure environments and work practices.

During 2021 we implemented additional modules of the Health, Safety, Environment and Quality Assurance (HSEQ) software that we first introduced to the business in 2020.

This platform digitises the data collection and approval workflows for many HSEQ processes, thereby enabling faster and more accurate data aggregation, consolidation and analysis. 2021 was our first full year of using this system for incident reporting and investigation, hazard reporting, and safety observations. We also developed and deployed digitised safety inspection checklists and an integrated audit module during the year, which will see its first full year of use in 2022.

66

I've been at Cory for over 20 years. During this time, I've seen our approach to health and safety evolve as we find new ways to observe, monitor and report. Our Integrated Management System (IMS) underpins our ethos of continual improvement. As a long-term employee, I'm more confident than ever that we are doing everything we can to achieve the highest safety standards. It is critically important that health and safety continues to be the core consideration in all that we do."

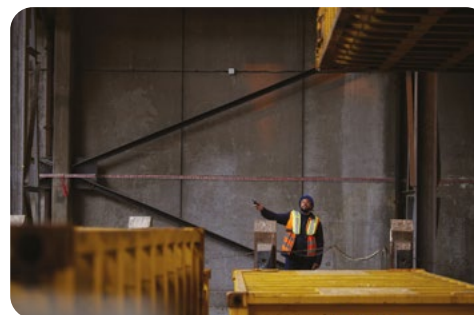
**Catherine Blakesley** – Head of HSEQ

Several trends emerge. First, because of the increased ease of mobile app-based reporting as well as the management emphasis on this new tool and the instant feedback from the dashboards it generates, the total number of records has increased markedly. This is most apparent in the number of safety observations and hazard reports, which saw a four-fold increase from 475 to 1,863, but is also apparent in the number of non-injury incident reports, which also increased by 50 per cent. Whether an incident is classified as being of 'High Potential Severity (HiPo)' is hugely subjective, but in the context of a significant increase in overall reporting, it was to be expected that the number of Near Hits reported would also increase. We believe this to be a good indicator of both the willingness of our workforce to report concerns, and the transparency with which those issues are managed by the business.

The second key trend is in the reduction in the number of Lost Time Injuries, and in the number of Days Lost. Lost Time Injuries have reduced from 12 to five and is a strong indicator that the correlation between greater visibility and engagement on low-level safety occurrences and reduced incidence of more serious injury incidents remains valid. Days Lost have reduced to 106 in 2021, down from 143 in 2020. There were three RIDDOR reportable incidents, all triggered by >7 days Lost Time, the same as in 2020, however there were two incidents that were reportable under the Marine Accident Investigation Branch reporting criteria which were below the threshold for RIDDOR reporting. The chart on the right on the previous page shows that the downward trend in injury incidents that has continued during 2021 is part of a long-term sustained downward trajectory. We believe this is due to a combination of factors, including better equipment and training, but that it is most strongly correlated with the greater awareness and emphasis on safety at all levels throughout the Company, which is strongly encouraged and supported by the leadership team. This is something that is being championed across the entire waste industry, through the efforts of cross-industry organisations such as ESA and WISH, to which Cory has been a key contributor.

### Other key highlights during 2021 include:

- Continuously reassessing risks and the appropriate standards for controls to mitigate those risks.
- Regular training and toolbox talks – based on 12 'themes of the month'.
- Six Board meetings that commenced with a safety moment, led by a Board Member.
- Ten site engagement visits led by members of the Executive Leadership Team.
- 11 internal audits resulting in 83 findings, 45 minor non-conformances, 23 opportunities for improvement and 15 positive observations of good practice.
- Zero incidents reported via our whistleblowing hotline.
- Recertification of our Integrated Management System (IMS) to ISO 9001, 14001 and 45001.
- Occupational health medicals delivered to 206 employees.
- 45 site safety meetings.





# Our people

We employed 320 people in 2021 and are proud to employ skilled workers who are highly committed and passionate about what they do.

Our success depends on keeping our people happy and motivated. We work to be an employer of choice, providing rewarding and fulfilling careers for a diverse range of people, whilst ensuring excellence in performance. We do this by offering a broad range of training and development programmes, providing a wide range of benefits, ensuring that our managers are equipped to be effective leaders, and creating an inclusive and welcoming environment for all employees.



## Professional development

Employee development at all levels is fundamental to Cory's success. We have created training for every part of our business, from ensuring people have the required functional literacy and numerical skills to perform their roles, to the sponsoring of senior employees on MBAs and leadership training courses.

Maximising everyone's potential and ability is embedded in the way the Company is run. It is the shared responsibility of employees, managers and our Learning and Development team, and is central to several of the Company's fundamental systems and essential operating processes, not least our succession plan. It is also fundamental to our Competency Management System (CMS), which provides a framework for identifying the skills and competencies required for key

employees, then measures the effectiveness of their deployment. This system continued to be externally audited by Lloyd's Register during 2021 to ensure it is suitable, robust and meets the needs of not only our people but our external regulators.

The range of learning and development options offered are wide and flexible, to meet a range of employee needs. We have an individual training plan and budget for every employee. In 2021 employees undertook an average of 18 hours of training each.

Cory is accredited as an Investor in People and was reaccruited in 2021; this recognition confirms that Cory is an organisation that seeks to continually improve performance and realise objectives through the management and development of its people.

## Cory Apprenticeship Academy

Cory aims to be an employer of choice in the community and our Apprentice Academy is an important way to find new joiners who we can train and upskill to be our workforce of the future. Since 2020 we have had 14 apprentices join the Company, and we are currently hiring a further eight apprentices in 2022–23 at our sites across London.

The Academy is led by our in-house Apprentice Programme Manager, who provides support, guidance and pastoral care to our apprentices. They also work with training providers to ensure that they are delivering learning to the highest possible standard.

Upskilling existing employees is also important to Cory. The Apprentice Academy helps through offering upskilling opportunities, to enable employees to gain new qualifications in areas relevant to their role.

The Apprentice Academy also works with local communities to deliver employability support to schools and colleges. Activities offered include careers presentations, mock interviews, and assessment centre activities. We also work with Local Authorities to attend careers events to promote Cory as an employer of choice. Cory has worked with the Ahoy Centre, a charity based in Deptford, for several years, providing training and opportunities for residents. We are delighted that one of our 2022 Marine Operations apprentices joined from Ahoy and that we'll be sponsoring future apprentices at Ahoy to build our strong relationship.

## Our gender pay gap

Cory is committed to being an employer of choice and making recruitment and promotion decisions based on the abilities and potential of our people. As of April 2021, our gender pay gap, as measured by the mean, is favourable, with women receiving 2.8 per cent more pay than men. However, the gap as measured by the median is 16.1 per cent in favour of men. This is predominantly caused by the demographics represented within the wider engineering and waste management sectors. While reducing this gap is a challenge, we continue to review and monitor the diversity of our organisation as we believe that having a diverse workforce will continue to bring many benefits to our Company. We continue to enjoy excellent retention of our employees with a labour turnover rate of less than 5 per cent. This means that opportunities to change the gender makeup of the organisation continue to be a long-term commitment.

## Menopause Workplace Pledge

Almost 900,000 women in the UK have left their jobs due to menopausal symptoms. In recognition of this concerning figure, in 2021 we signed the Menopause Workplace Pledge, which commits us to:

- recognising that the menopause can be an issue in the workplace and women experiencing it need support;
- talking openly, positively and respectfully about the menopause; and
- actively supporting and informing our employees affected by the menopause.



Building on this pledge, we want to play our part in changing the narrative on this life event which impacts half of the population directly and many more indirectly and are committed to supporting all individuals who are affected by menopause and creating a supportive workplace. In 2021 we published guides on menopause for managers and employees to share information about the menopause and associated symptoms and provide any women experiencing it at Cory with advice on what they can do if they are affected by menopause symptoms at work.

## Armed Forces Covenant

During 2021 Cory signed the Armed Forces Covenant, demonstrating our commitment to supporting Armed Forces personnel, reservists, veterans, and their families, and aligning its values with those of the Covenant.

Agreeing to the terms of the Covenant means that Cory will actively encourage job applications from veterans and reservists to provide job opportunities to this community and to enhance the Company's employment pool.

Cory is keen to employ ex-service personnel and support them in the transition from the Armed Forces to civilian life. To do this, Cory will supply additional assistance when needed, including support with wellbeing, and providing training as required.

This support will extend to veterans' families as well as active reservists. Anyone securing a role at Cory who is part of the reserve forces will be allowed time off to undertake any related duties, and flexibility at other times to ensure the two roles work well together.



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When the Covenant was brought to our attention, we knew that it was something that we wanted to support, especially given the Company's history of military involvement and its role in both World Wars. In WWI Cory mobilised as D Company, 6th Battalion of The Buffs (commonly known as Cory's Unit) and many lost their lives fighting in France. It mobilised its boats in support of the war effort in both World Wars, losing 15 boats in WWI and 13 in WWII.

As a veteran, I understand that ex-service personnel have a range of skills that are valuable to Cory, and we're committed to providing the additional support and flexibility needed to ensure they are happy in their roles and able to undertake ongoing Armed Forces duties."

**Dougie Sutherland** – Chief Executive



# Our suppliers

The quality of our suppliers and business partners is integral to the success of our operations and the long-term sustainability of our business. We want to work with suppliers who share our vision for the future and who take pride and responsibility in their operations.



## Our Supplier Code of Conduct

In 2021 we published a Supplier Code of Conduct, setting out our expectations of suppliers on topics including health and safety, sustainability, and compliance with ethical business practice laws. For example, under sustainability, we state the following expectations:

“We expect our Supplier Partners to minimise detrimental impacts on the environment and society, and to contribute positively towards good governance and environmental and social protection. We expect our Supplier Partners to consider their impacts and undertake specific actions such as maximising energy efficiency, minimising waste and reducing their carbon footprint.”

We expect suppliers to perform to the standards we lay out across all aspects covered in the Code of Conduct within their own business and supply chain, with the goal of building long-lasting and efficient relationships that work for us, our suppliers and for the communities we work in.

→ Download the Supplier Code of Conduct from our [website](#)

## Supply chain library of questions

During 2021 we published an internal library of questions designed to help Cory employees procuring goods and services assess supply chain sustainability risks and impacts during the tendering process. All tenders will have distinct sustainability-related risks and impacts, and therefore employees are welcome to review the topic list and associated questions and include them in tender documents as appropriate.

Examples of questions included in the library of questions:

### Environmental responsibility: GHG emissions

- Does your company report Scope 1 and Scope 2 greenhouse gas emissions?
- Has your company established targets related to greenhouse gas emissions?
- Does your company monitor the carbon footprint associated with product transport to the end user?
- Does your company determine the carbon footprint of its products? If so, what standard (e.g. PAS 2050, ISO 14067, ISO 14040) or methodology does your company use?
- Does your company communicate the principles, requirements and guidelines for the quantification of the carbon footprint of its products?

## Our modern slavery prevention programme

Cory is committed to ensuring that, so far as we are reasonably able, our business and supply chains are free from modern slavery and human trafficking.

Modern slavery is an indefensible and unacceptable violation of a person's basic human rights and human trafficking is an abhorrent crime. We recognise our moral and social responsibility to assist in the elimination of the risk of modern slavery and human trafficking within our business and supply chain. We also recognise the need to ensure that our suppliers adopt similar business practices to protect vulnerable workers and help prevent and remedy severe human rights violations in the UK and abroad.

### Our actions in 2021:

- We became a member of the Slave-Free Alliance, who worked with us on a modern slavery risk 'heat mapping' exercise to enable us to better understand our direct suppliers and wider supply chain. The Slave-Free Alliance assessed our full supplier database and provided a risk 'heat map'. From this mapping exercise, we were able to identify the sectors and the specific suppliers we need to work more closely with to ensure that we could collectively reduce the risk of modern slavery and human trafficking. We will use the outputs of the mapping exercise to select which suppliers will be invited to take part in a modern slavery risk audit in 2022.
- We created a Supplier Code of Conduct which defines the basic set of standards which Cory adheres to and which we expect to be equally held by our suppliers, business partners and representatives, including expectations relating to the treatment of people and the Modern Slavery Act. Read more on page 30.

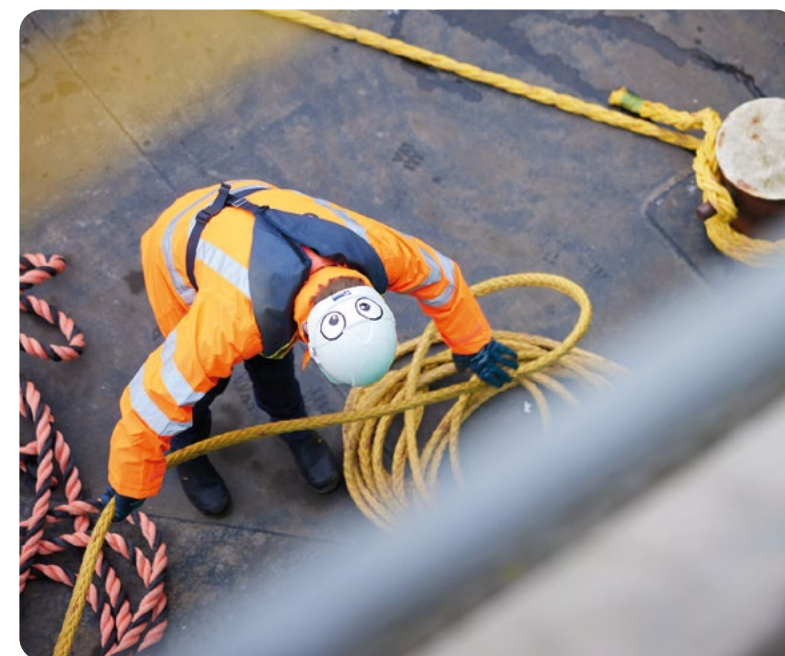
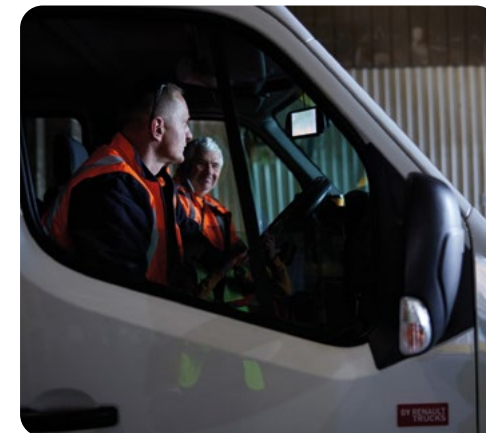
- We continued our audit programme in 2021 with 3 audits, with continued positive feedback from our suppliers.
- In conjunction with the Slave-Free Alliance, we held a series of modern slavery awareness workshops which were targeted at Cory managers and supervisors and those with a high level of interaction with higher risk suppliers. The workshops educated the business as to the risk of modern slavery and human trafficking in the waste sector and thus within Cory and its own supply chain. The workshops also provided guidance on how the risk should be considered when selecting and engaging suppliers and what appropriate actions should be undertaken if a potential victim or issue of modern slavery and human trafficking is identified. The workshops were attended by around 60 Cory employees and were supported by a modern slavery and human trafficking toolbox talk for the benefit of those who did not attend the workshops.

### Our ongoing, future commitments

From our progress and effectiveness reviews, we have identified the following ongoing and future commitments. We will continue to:

- Identify and evaluate the risks of modern slavery and human trafficking within our business and supply chain.
- Audit suppliers who work in industries that are most exposed to the risk of modern slavery and human trafficking, for example, cleaning companies, clothing supply companies, and suppliers based outside the UK.
- Check that suppliers have a modern slavery statement, demonstrating a clear commitment to eliminating modern slavery and human trafficking.

- Ensure transparency in our approach to tackling modern slavery throughout our business and supply chain.
- Provide broad procurement training to the business, which includes ensuring that the business understands the value and importance of working collaboratively with our suppliers.
- Raise awareness of the risk of modern slavery within the Cory business, Cory supply chain and the wider industry.
- Raise awareness of our Modern Slavery Statement and supporting policies and standards and due diligence processes – in particular, our Whistleblowing Policy and Procedures.





# Our local communities

We strive to be an asset to the communities in which we operate. Through our community engagement programme, we provide opportunities for local communities to learn about recycling and waste management and support engagement in science, technology, engineering, and mathematics (STEM) subjects. We also support the work of local organisations that are aligned with our values and seek to make a positive impact for local people.

## Cory Community Fund

Our Community Fund supports activities that improve people's lives in the communities where we operate, with successful applicants receiving grants of up to £7,500. These organisations' activities are all run in a way that's consistent with Cory's values. That includes making a positive impact on the local people in the community, protecting the local environment, supporting the circular economy, promoting social and community cohesion, together with diversity and inclusion, and improving science, technology, engineering and mathematical skills.

In 2020, we distributed our first round of £25,000 funding to six organisations selected by our employee panel. Below we report on the achievements of each project that we supported.

During 2021 we received applicants for the second round of our Community Fund, with the projects selected and funds distributed in early 2022. We will share the details of these projects in our next report.

### upCYCLE

– provides free bikes, cycle training and bicycle maintenance workshops for young people from minority ethnic groups.

**Location:** Lambeth

upCYCLE reached 41 young people through their bike maintenance workshops and cycle skill sessions and donated 30 bikes with the goal of building a cycling community of young people from ethnic minorities in Brixton and surrounding areas.

Through the project they have given young people access to bikes, as well as the confidence to take care of them, as indicated by these testimonials from participants.

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**Having the bike has benefited me in terms of my fitness levels – instead of me walking or going to the gym, I'm doing exercise while engaging in an activity I enjoy."**

**Isaac** – upCYCLE participant

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**I learnt a lot from the workshops and have been using the skills to look after my bike."**

**Paris** – upCYCLE participant

### The Ahoy Centre

– a charity that helps disadvantaged children and people with disabilities get involved in water sports.

**Location:** Deptford

The programme supported the enrolment of 23 young people to attend one of Ahoy's Sailing for All courses. Two courses were held in May and June 2021 allowing the young people to engage, learn and achieve their RYA sailing qualification.

From the 23 young people that attended:

- ➔ 100% passed and received their level 1 Royal Yachting Association certificate.
- ➔ 40% reported an increase in their confidence.
- ➔ 45% expressed interest in engaging with another Ahoy project.
- ➔ 100% of participation was from individuals living in deprived areas of London and attending local primary schools in Thamesmead and Abbeywood.

## Groundwork London

– an environmental and community regeneration charity with a mission to transform lives, places and communities in need in London. Groundwork operates ReWork, a refurbish and reuse project based at the HWRC Cory operates in Wandsworth, where repairable white goods are fixed up by trainees who are getting back into the workplace.

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**Location:** Wandsworth

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Groundwork provided a total of 60 domestic appliances to 45 individuals and households through the project. In all cases the individuals did not have access to household appliances nor the means with which to buy them. All were referred through external agencies or Groundwork's other support programme.

- 27 were referred through projects supporting on fuel poverty and debt.
- Nine through refugee support programmes.
- Six through family/child support projects.
- Three through drug and alcohol services.

In each case the items had been fully refurbished and tested in Groundwork's workshop, with all appliances delivered and installed by Groundwork's team.

## The Doorstep Library Network

– a community organisation that brings books and reading to disadvantaged children across Hammersmith & Fulham, Lambeth and Westminster.

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**Location:** Westminster

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35 children aged between 4–11 benefited from reading support throughout the project period.

The children and families the Doorstep Library Network work with on the Lisson Green housing estate have been disproportionately affected by the Covid-19 pandemic, leaving these children at risk of reduced wellbeing and falling behind in their literacy.

In the last year, the Network have sent three rounds of brand-new books directly to all the children they would normally see. They have been on the ground when it has been safe to do so, offering socially distanced book swaps from doorsteps. They have also launched a new digital offer of online story-telling and interactive reading sessions – The Online Reading Corner, as well as a new website with a 'Family Resources' area and 'Children's Corner'.

## Thurrock Play Network

– provides advice, support and resources for play and recreation in the community.

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**Location:** Essex

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Cory's funds supported the refurbishment of the kitchen at the Pyramid Resource Centre, which is a scrapstore run by Thurrock Play Network. It provides materials and items, that would otherwise go to waste, for residents in Essex and Kent to reuse and recycle.

The centre also runs workshops for families, encouraging creativity and fun, supporting social, physical and emotional wellbeing.

The refurbished kitchen benefits four to five groups a week each consisting of a minimum of ten people, and staff and volunteers can make themselves refreshments in a clean operative kitchen, which meets environmental health standards.

## Shadwell Basin Outdoor Activity Centre

– delivers water sports, climbing sessions and mountain biking for people of all ages and backgrounds.

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**Location:** Tower Hamlets

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Cory's funding supported the installation of an outdoor classroom on Shadwell Pierhead, overlooking the River Thames.

During 2021 the classroom was used for a wide range of activities including bushcraft training, Duke of Edinburgh Award training, leadership training, a range of school groups, around 120 members of the local youth club and 12 young people who are in training to be outdoor activity coaches.

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I'm delighted that we are once again involved in the Bexley Eco Festival. This free online event is a chance for our residents to find out more about the Environmental, Health and Wellbeing issues that affect them – as well as an introduction to local charities, groups and organisations."

**Bexley's Cabinet Member for Place –**  
Councillor Peter Craske



## Community engagement activities

Through our community engagement programme, we provide opportunities for local communities to learn about recycling and waste management and support engagement in STEM subjects.

### Bexley Eco Festival

In October 2021, we sponsored Bexley Eco Festival for the third year running, organising the event with the London Borough of Bexley, London Southeast Colleges.

The free virtual event gave residents tips and resources for living more sustainably, reducing their environmental impacts, and getting more involved in their local community. The week featured expert talks on eco-positive actions, advice on health and wellbeing, information from local community groups, live entertainment, and family fun activities.

### Engineering for a Cleaner World programme

During 2021 we delivered the 'Engineering for a Cleaner World' programme designed by Cory and Crossness Pumping Station and developed with support from staff and pupils from the Harris Garrard Academy in Thamesmead to one local school.

The programme aims to demonstrate innovation in the waste management sector and inspire local schoolchildren to consider careers in engineering. During the programme, year eight pupils (ages 11 to 13) visit Crossness Pumping Station in Abbeywood, a Grade 1 listed industrial heritage site designed as part of the first sewage system for London, and Cory's Riverside 1 EFW facility. Participants are asked to compare, contrast, and assess the effectiveness of their respective engineering solutions to waste management, and present their own mechanical devices to earn a certificate from the Engineering Development Trust.

## Industrial Cadets

Cory is a supporter of the Industrial Cadets scheme, which offers young people active learning experiences where they can gain insight and exposure to STEM-related careers and the world of work, and gain external accreditation at bronze, silver, gold and platinum level.

In between navigating the lockdowns during 2020 and 2021, we were able to take one group of students through accreditation, working with Crossness Pumping Station. We have also been keeping in touch with our past participants, identifying participants for the future and acting as independent judges for cohorts making their final presentations to gain their awards. Work experience started again in October 2021 and is aligned to the Silver Level Industrial Cadet Programme.

### The Children's University Passport Scheme

Cory is an approved centre for the Children's University Passport Scheme. The scheme is aimed at five to 14 year-olds, and works in partnership with schools and organisations, such as Cory, to promote a love of learning amongst children and reward them with 'passport stamps' for participating in extracurricular activities.

## Health, safety and wellbeing – 2022 actions and targets

### → Ambition

**Continually improve our health and safety performance and ensure that our employees and those who may be affected by our activities and operations are safe. Promote the wellbeing of our employees.**

### → Goals

Engage with employees to further promote a positive safety culture.

Continue to demonstrate the importance of safety in everything we do.

Create a positive work environment and support employees who experience mental health issues.

### → 2022 actions and targets

- Increase the number of users reporting hazards, making safety observations, and conducting risk assessments.
- Run several engagement sessions bringing the workforce together to hear external speakers and share ideas and examples of good practice and areas for improvement.
- Continue monthly safety themes.
- Introduce further capabilities to H&S software reporting system, including hazard reporting by third parties (e.g. contractors and members of the public).
- Continue Senior Leadership site safety visit programme.
- Continue to be a signatory to the Mindful Employer Pledge which commits us to taking constructive steps to creating a positive work environment and supporting employees who experience poor mental health.

## Employer of choice – 2022 actions and targets

### → Ambition

**Continue to be a leading employer in London, providing rewarding and fulfilling careers for a diverse range of people to ensure excellence in performance.**

### → Goals

Provide a broad range of training and development programmes for all employees.

Ensure that our managers are empowered and equipped to be effective leaders.

Ensure that we create an inclusive and welcoming environment for all employees.

### → 2022 actions and targets

- Continue to provide leadership and management training for first line managers to ensure they are equipped and skilled to perform.
- Utilise the Learning Management System to ensure that each employee has a personalised development and training plan.
- Continue to invest in our apprentices, increasing the number that we employ by up to 50% in 2022.
- Develop six Waste Modules to be cascaded to staff who have Duty of Care Responsibility.
- Continued focus on cyber security awareness training at home and at work via Cory's bespoke training, aiming for average content completion rate for all teams of 70%, no single team on less than 50% completion, half of teams on 75% or higher, phishing failure rate to drop from >20% to <10%, sample employee sentiment and receive positive feedback.
- Roll out of Cory bespoke sustainability e-learning to all staff with a goal of 70% completion rate.
- Develop and implement a Coaching and Mentoring programme in 2022.
- Build on the D&I workshops completed in 2021 to engage, listen and develop in conjunction with the workforce a system of initiatives to ensure that Cory continues to be a welcoming environment with an engaged workforce.
- Introduce a discretionary training fund, for non-work-related training.
- Amend the maternity policy and absence policy to cover pregnancy loss for women and their partners.



## Supply chain engagement – 2022 actions and targets

### → Ambition

**Build a sustainable, safe and ethical supply chain.**

### → Goals

Engage with employees and suppliers on our expectations of supplier sustainability performance.

Continue to identify and evaluate the risks of modern slavery and human trafficking within our business and supply chain.

### → 2022 actions and targets

- Develop and deliver training on sustainable procurement for relevant members of the workforce.
- Send Supplier Code of Conduct to all suppliers, publish externally and incorporate into all standard/template T&Cs.
- Roll out sustainable procurement guidance to business, including tendering guidelines.
- Publish Modern Slavery Statement and develop goals on its basis.

## Community investment and engagement – 2022 actions and targets

### → Ambition

**Be a good neighbour to our local communities.**

### → Goals

Engage with our local communities and provide opportunities for them to learn about recycling and waste management.

Support engagement in science, technology, engineering and mathematics (STEM) subjects in our local communities.

Continue to deliver our Community Fund to support organisations in the areas in which we operate.

### → 2022 actions and targets

- Deliver in-person Bexley Eco Festival during summer 2022.
- Carry out school visits supported by Industrial Cadets and Children's University Accreditation.
- Enable local organisations/charities to have access to Micro E-learning to improve IT and soft skills.
- Continue work experience programmes accredited by Industrial Cadets.
- Donate 100% of used laptops to Laptops for the Homeless charity.
- Distribute funds to second round of Community Fund organisations and provide additional support as required.
- Initiate process for third round of Community Fund.

# Delivery of our 2021 targets



## Moving to net zero – 2021 actions and targets

### → Ambition

### → Goals

### → 2021 actions and targets

### → 2022 status

#### We will achieve net zero carbon emissions by 2040.

Work with the UK Government, industry peers and our customers to support efforts to remove plastics from residual waste streams.

Demonstrate engagement with key government stakeholders, industry peers and customers to support efforts to remove plastics from residual waste streams.

Explore opportunities to capture carbon emissions from our EfW process.

By the end of 2021, demonstrate that engagement has taken place with the contractor for Riverside Energy Park regarding the potential for carbon capture on the site, as well as with key stakeholders, such as the UK Government and ESA.

Maximise energy efficiency across all sites and activities.

Implement a software tool for recording sustainability data and tracking performance.  
Undertake site energy reviews, identify significant energy uses, and develop action plans for delivery in 2022 (or before) that will improve energy performance.  
Lighterage to continue monitoring of engine idling times and provide regular reports to captains to ensure maintained behaviour change.

Undertake R&D into zero emissions vessels, monitor developments in zero emissions heavy plant and explore opportunities to switch to low-carbon fuels.

Continue with trials of HVO on tugs and site vehicles and decide on usage during 2021.  
Continue to engage with the Port of London Authority (PLA), the Port of Tilbury and other stakeholders around opportunities for zero carbon marine vessels.

Continue to purchase 100 per cent renewable energy across all our sites.

Delivered – yes/no.

→ Delivered and ongoing for 2022 when we will launch a plastics campaign.

→ Delivered – please read about progress on page 13.

→ Delivered.

→ Delivered and will report on outcomes in 2022 report.

→ Delivered and results reported on page 16.

→ Tugs were moved to 100 per cent HVO in June 2021.

→ Completed feasibility study with BAE Systems, read about it on page 16.

→ Delivered – remaining Scope 2 emissions are from electricity purchased from the Port of Tilbury.

#### We will commit to exploring opportunities for sustainable building design, and low-carbon construction and procurement for all new build projects.

Work with our contractors and partners to reduce embodied carbon in our new build projects by adopting new technologies, piloting new materials and specifying low-carbon energy and diesel alternatives where feasible.

Demonstrate engagement with key contractors and partners to show that opportunities to reduce embodied carbon in new build products and the employment of low-carbon construction techniques have been identified and prioritised.

Develop a methodology to factor CO<sub>2</sub> into decision-making processes and investments.

Hold an internal workshop to design a methodology to factor CO<sub>2</sub> into decision-making processes and investments.

→ We have undertaken extensive and significant engagement with our EPC contractor for Riverside 2. The outcomes will be reported when we reach the next phase of the project.

→ Delivered with a pilot methodology identified for testing in 2022.

#### We are committed to providing essential waste management services to London, and will continually explore opportunities to maximise the carbon benefit of our process.

Make use of our waste heat by providing heat to a district heating network.

Continue to advance plans for the Riverside Heat Network with Vattenfall.

Complete circularity of our combustion process, which means 100 per cent reuse of by-products.

Approve procurement strategy and commence process for APCr contract, for a 2022 completion.

→ We have received funding from Heat Networks Investment Project (HNIP), read more updates on page 13.

→ Proposals have been received from vendors and the selection progress is ongoing for 2022.

## Emissions and air quality – 2021 actions and targets

### → Ambition

### → Goals

### → 2021 actions and targets

### → 2022 status

#### Work to improve air quality across all sites.

Continuously explore opportunities to reduce emissions to air from our EfW facility.

Carry out enhancement project to reduce NO<sub>x</sub> emissions and trial all lines at 150mg/m<sup>3</sup> by the end of 2021.  
Undertake dioxin analysis project.  
Deliver study on NO<sub>x</sub> emissions during lockdown with Imperial College London.  
Undertake annual particle size analysis of particulate matter.

- Complete – further NO<sub>x</sub> reduction investigation to continue in 2022.
- Complete – results in line with results experienced at other UK EfW facilities. Study to be repeated every three to five years.
- Report completed.
- Complete. Results from study to be used in annual Pollution Inventory report for PM10s and PM2.5s. Analysis to be performed annually going forward.

#### Improve air quality testing across all sites and identify opportunities to make improvements.

Undertake trials, with emissions testing, of HVO fuels in the tugs, dock tractors and mobile plant. Decide whether to move to HVO during 2021.  
Review existing programme of site workplace exposure monitoring across sites and identify opportunities to introduce a more comprehensive testing regime.

- All trials complete with no operational impacts reported. Tugs moved to HVO in June 2021.
- Review complete and decision made to align testing at all sites during 2022/2023.

#### Continually improve disclosure of our air quality emissions.

Seek to enhance existing provision by continuously monitoring equipment to include pollutants which were previously either measured periodically or only derived by calculation.

- Complete – Continuous Emissions Monitoring System for CO<sub>2</sub> now in operation.

#### Facilitate the move to cleaner vehicles for employees.

Provide electric vehicle chargepoints for employees at seven sites and continue tax-efficient electric vehicle leasing programme for employees to encourage electric vehicle usage.

- EV chargepoints provided at six sites for employee use.



## Caring for our local environment – 2021 actions and targets

### → Ambition

### → Goals

### → 2021 actions and targets

### → 2022 status

#### Enhance our environmental performance through use of an effective and continually improving environmental management system.

Continue to improve ISO 14001 Environmental Management System.

Continued external certification and improvement of our ISO 14001 Environmental Management System through:

- Improvement plans.
- Internal and external auditing.
- Staying abreast of legal requirements.
- During 2021 adopt key elements of ISO 50001 within existing management system.

Participate in selected external schemes for external assurance of our environmental management and performance.

Participate in PLA Thames Green Scheme to demonstrate Cory's commitment to a cleaner, healthier River Thames.

Continue annual participation in the GRESB Infrastructure Asset Assessment to seek an external benchmark of our ESG management and performance.

#### Maximise water efficiency.

Monitor water use across all sites, identify opportunities to reduce consumption, and develop and implement efficiency programmes.

Explore options for improved water usage meterage at Riverside EfW facility.

Identify sites with highest water usage and understand why.

Assess whether there are opportunities for efficiency in water use and set targets in relation to reduced usage.

#### Improve our understanding of local biodiversity issues and ecological management at our sites.

Develop and implement a Biodiversity Action Plan for our site in Belvedere to identify opportunities to strengthen biodiversity and ecosystem services.

Develop a biodiversity mitigation strategy for the development of Riverside Energy Park.

→ We passed our NQA re-certification of ISO 9001 (Quality) / ISO 14001 (Environmental) and successfully migrated to ISO 45001 (Health & Safety). We conducted energy assessments at all sites and developed energy management plans for delivery in 2022.

→ Achieved PLA Thames Green Scheme Silver Level.

→ Scored 94/100 in GRESB.

→ These actions were not achieved in 2021 due to resource constraints at our Riverside 1 plant, and have been rolled to 2022 delivery.

→ Our work with the Environment Bank on the Riverside 2 development continued through 2021 and into 2022.

## Health, safety and wellbeing – 2021 actions and targets

### → Ambition

**Continually improve our health and safety performance and ensure that our employees and those who may be affected by our activities and operations are safe. Promote the wellbeing of our employees.**

### → Goals

Engage with employees to further promote a positive safety culture.

Continue to demonstrate the importance of safety in everything we do.

Create a positive work environment and support employees who experience mental health issues.

### → 2021 actions and targets

Transition health and safety management system from OHSAS 18001 to ISO 45001.  
Review existing site risk assessments with operations teams for work processes and equipment to ensure a consistent approach and level of cover and to assist with transfer to the new software solution job safety analysis unit.

Improve mechanisms for feedback and engaging with employees through delivery of an intranet and use of new software observation and hazard reporting tool and establishment of monthly dashboards for communication.

Continue to have safety moments, monthly safety themes and Company-wide safety stand downs with:

- 12 x monthly themes based on common hazards, prioritised by the ELT to reflect recent trends and incidents.
- Monthly toolbox talks developed by the HSEQ Assurance Team.

Continue to be a signatory to the Mindful Employer Charter which commits us to taking constructive steps to creating a positive work environment and supporting employees who experience poor mental health.

### → 2022 status

- Delivered April 2021.
- On track and ongoing with a continuous programme of work to support delivery.
- Delivered.

- Delivered, and toolbox talks provided on Hazard spotting, Safety observations, Work at height, Slips, trips and falls, Traffic management, PPE, Manual handling, First aid, Electrical safety, Chemicals, Permits to work, and Legionella.

- Delivered.

## Employer of choice – 2021 actions and targets

### → Ambition

**Be an employer of choice, providing rewarding and fulfilling careers for a diverse range of people, whilst ensuring excellence in performance.**

### → Goals

Provide a broad range of training and development programmes for all employees.

Ensure that our managers are empowered and equipped to be effective leaders.

Create an inclusive and welcoming environment for all employees.

### → 2021 actions and targets

Enhance the Corporate Apprenticeship Programme to cover all operational parts of the business.

Retain Investors in People status and accreditation for our apprenticeship scheme.

Continue to provide skills and training opportunities.

Enhance cyber security awareness.

Deliver bespoke First Line Management Programme and Leadership Programmes for up to 50 per cent of the supervisory/management teams.

Further develop our Diversity and Inclusion programme by focusing on data collection, determining our vision and developing an action plan.

### → 2022 status

- Hired dedicated Apprenticeship Manager in October 2021.
- Achieved.
- Achieved, read more on page 28.
- Ongoing.

- Complete – 11 employees achieved ILM Level 7 status and 14 completed the First Line Management Programme.

- We conducted a staff survey and ran a series of workshops for staff in 2021; we will be building on these steps during 2022.

## Supply chain engagement – 2021 actions and targets

→ Ambition	→ Goals	→ 2021 actions and targets	→ 2022 status
<b>Build a sustainable, safe and ethical supply chain.</b>	Engage with employees and suppliers on our expectations of supplier sustainability performance.	Develop Supplier Code of Conduct to set out our performance expectations of suppliers.  Develop tendering guidelines for employees on how to meet the requirements of our Sustainable Procurement Policy.	→ Both actions delivered, read more on page 30.
	Continue to identify and evaluate the risks of modern slavery and human trafficking within our business and supply chain.	Continue to identify and evaluate the risks of modern slavery and human trafficking within our business and supply chain through:  → Continued supplier audits taking a risk-based approach (goal for three in 2021).  → Refresh workshop for employees to raise awareness of our approach.	→ Both delivered, read more on page 31.

## Community investment and engagement – 2021 actions and targets

→ Ambition	→ Goals	→ 2021 actions and targets	→ 2022 status
<b>Be a good neighbour to our local communities.</b>	Engage with our local communities and provide opportunities for them to learn about recycling and waste management.	Complete first round of Cory Community Fund and initiate second application process in Q3 2021.  Deliver the third Bexley Eco Festival in partnership with the London Borough of Bexley.  Continue to provide support to the Children's University Passport Scheme and participate in the London South East Steering Group to support expansion of the scheme in Bexley, Bromley and potentially the Greenwich area.  Covid-19 permitting – continue to offer site visits and virtual assemblies to local schools (no specific target due to uncertainty around Covid-19 restrictions).	→ First round delivered, and outcomes reported on page 32. Second round recipients selected and distributed in Q1 2022.  → Delivered, read more on page 34.  → Delivered and ongoing.  → Rolled to 2022.
	Support engagement in STEM subjects in our local communities.	Deliver Engineering for a Cleaner World workshop to as many students as possible (no specific target due to uncertainty around Covid-19 restrictions).  Deliver virtual Industrial Cadet programme with local schools and sponsor and mentor two virtual Go 4 Set projects in Bexley and Tower Hamlets (no specific target due to uncertainty around Covid-19 restrictions).	→ Delivered to one secondary school in 2021.  → Delivered.

# Our reporting



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## Our reporting

# About this report

## Scope and boundaries

This report relates to the work undertaken in our last financial year, 1 January to 31 December 2021. We have used the financial control approach to define our organisational boundary and have reported on all operations fully consolidated in our financial statements. If you have any clarification questions, please email [enquiries@corygroup.co.uk](mailto:enquiries@corygroup.co.uk).

## Structure and materiality

Our report reflects how we manage our material sustainability issues. On page 6 we set out the results of the materiality assessment that we used to develop our sustainability strategy. This provides the framework of how we manage the key material issues to our business.

## Reporting frameworks

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option.

In line with guidance provided by the Environmental Services Association, we have used the Entreprises pour l'Environnement (EpE) 'Protocol for the quantification of GHG emissions from waste management activities' (2013) to calculate our carbon benefit to UK society.

The UN Sustainable Development Goals (SDGs) act as an international benchmark for global development. They provide us with a common language to help focus resources and measure the impact of our work. We have identified the goals we are supporting through our operations and delivery of our sustainability strategy.

## Precautionary principle

Cory applies the precautionary principle across all aspects of our operations. We do this through application of our Environmental and Energy Policy, and our ISO 14001: Environmental Management System. Delivery is managed through our Health, Safety, Environment and Quality Assurance function.

## Reporting principles

This report has covered the topics, and their boundaries, identified as material by our internal and external stakeholders in our 2020 materiality assessment. The information included is considered to meet the GRI's Reporting Principles for defining reporting quality as far as we are reasonably able.

## Assurance

Cory worked with ERCE Evolution to undertake an independent assurance review of our 2021 GHG emissions data. The assurance review was carried out for the period 1 January 2021 to 31 December 2021 and included all 2021 Scope 1, 2 and 3 emissions.

ERCE conducted its review to a limited level of assurance, in accordance with the procedures recommended in GHG Protocol entitled 'The GHG Protocol: A corporate reporting and accounting standard' (Revised edition, 30 Mar 2004) and the UK Government's Streamlined Energy and Carbon Reporting (SECR) and the principles of ISO 14064-3:2019, entitled 'Part 3: Specification with guidance for the verification and validation of greenhouse gas statement'. ERCE did not find any material discrepancies in the GHG inventory and energy consumption provided by Cory within the scope of limited assurance.

# Stakeholder engagement 2021

For a more detailed overview of how we engaged with key stakeholders during 2021 please see our 2021 Annual Report pages 32–33.

→ Stakeholder group	→ Key topics and concerns	→ How we responded
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>→ Performance against strategic priorities, KPIs and areas of focus for 2021.</li> <li>→ Continued impact of Covid-19 pandemic and lockdowns.</li> <li>→ Progress on capital and strategic development projects.</li> <li>→ Waste market projections.</li> <li>→ Net zero strategy.</li> <li>→ Enterprise risk management.</li> <li>→ Performing against our health and safety priorities and KPIs.</li> <li>→ Impact of Covid-19 on employee health and wellbeing.</li> <li>→ Areas of focus for 2022.</li> </ul>	<p>The Board convened four Board meetings in 2021 and several other meetings to discuss specific matters, during which decisions and actions included the following:</p> <ul style="list-style-type: none"> <li>→ Approved revisions to the long business plan and 2021 budget.</li> <li>→ Review of energy sales strategy.</li> <li>→ Approved acquisition of the McGrath Brothers' waste management business, including the raising of debt to support the acquisition.</li> <li>→ A cyber risk and security review.</li> </ul> <p>At a standalone Decarbonisation Strategy Day in October, the Board considered the UK net zero policy context, the risks and opportunities this poses for the EfW industry and Cory, and the opportunities available to Cory to decarbonise its operations. Approval of Cory's net zero strategy that commits the Company to achieving net zero by 2040 was an important outcome of this session.</p>
<b>Employees</b>	<ul style="list-style-type: none"> <li>→ Ongoing impact of Covid-19 pandemic on our business outlook.</li> <li>→ ESG performance.</li> </ul>	<p>We held quarterly CEO updates with staff to provide updates on business outlook.</p> <p>In 2020, we established a cross-functional, internal Sustainability Working Group with 20 members from across the business. The group began meeting bi-monthly during 2021 to: share progress on delivering actions and meeting targets; explore opportunities to drive further progress in specific areas; discuss new projects, ideas and innovations; identify new and emerging risks and opportunities; and share insights from external stakeholders and peer companies. To date, the Sustainability Working Group is proving valuable in creating a network among employees and sharing information throughout the Company.</p>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>→ The ongoing impact of the Covid-19 pandemic.</li> <li>→ Global supply chain issues impacting availability of resources and contract pricing.</li> <li>→ Brexit regulation.</li> </ul>	<p>We engage with suppliers on an as-needed basis to discuss any areas of concern. During 2021 we published a Code of Conduct for suppliers, setting out our performance expectations, read more on page 30.</p>

# Stakeholder engagement 2021 continued

→ Stakeholder group	→ Key topics and concerns	→ How we responded
<b>Customers</b>	<ul style="list-style-type: none"> <li>→ Continued impact of Covid-19.</li> <li>→ Development of Riverside 2.</li> <li>→ Riverside Heat Network.</li> <li>→ Our net zero strategy.</li> </ul>	We organise frequent executive-level meetings with Local Authority customers and hold regular meetings with commercial and industrial customers to share our business plans and activities. We also fund the Waste Education Officer at Bexley Council.
<b>Regulators/government</b>	<ul style="list-style-type: none"> <li>→ The role of energy from waste in responsible waste management.</li> <li>→ Achieving net zero carbon.</li> <li>→ Cory's carbon capture project.</li> <li>→ HSE reporting.</li> </ul>	As we serve local boroughs, it's important that we maintain strong relationships with regulators as well as local and national government. This is achieved through direct communications, consultations and through our normal compliance activities and requirements.
<b>Lenders</b>	<ul style="list-style-type: none"> <li>→ Development of Riverside 2.</li> <li>→ Acquisition of the McGrath Group waste business.</li> </ul>	In 2021, Cory engaged with lenders on the financing of the Riverside 2 project, and successfully obtained financing from an existing lender for the acquisition of the McGrath Group waste business in 2022, expanding Cory's recycling portfolio and giving the Company greater capacity to serve customers through Riverside 2.
<b>Community</b>	<ul style="list-style-type: none"> <li>→ Air quality.</li> <li>→ The environment.</li> <li>→ Community education, development and wellbeing.</li> </ul>	<p>We continue to prioritise measuring, reducing and reporting transparently on our air quality emissions as well as reducing our impacts on the local environment, read more on pages 21 and 22.</p> <p>In 2020 we set up the Cory Community Fund to further engage with our local communities and support activities that support our values. Read more on page 31.</p>

# Data tables

For period 1 January – 31 December 2021

## Health and safety

	2020	2021	GRI reference
Days lost to injury	143	106	ESA
Number of employees and contractors whose work and workplace is controlled by Cory's internally and externally audited occupational health and safety management system	373	375	GRI 403-8
Percentage of employees and contractors whose work and workplace is controlled by Cory's internally and externally audited occupational health and safety management system	100%	100%	GRI 403-8
Number of high-consequence work-related injuries – employees	3	5	GRI 403-9
Rate of high-consequence work-related injuries – employees	0.44	0.74	GRI 403-9
Number of recordable work-related injuries – employees	31	35	GRI 403-9
Rate of recordable work-related injuries – employees	4.58	5.19	GRI 403-9
Number of hours worked – employees	677,266	673,920	GRI 403-9
Number of high-consequence work-related injuries – contractors	0	0	GRI 403-9
Rate of high-consequence work-related injuries – contractors	0	0	GRI 403-9
Number of recordable work-related injuries – contractors	10	24	GRI 403-9
Rate of recordable work-related injuries – contractors	7.39	17.8	GRI 403-9
Number of hours worked – contractors	135,400	134,784	GRI 403-9
Number of cases of recordable work-related ill health for employees and contractors	0	0	GRI 403-10

All data has been compiled through our IMS. No workers have been excluded from our data.

## Workforce data

	2020	2021	GRI reference
Permanent employees – male	279	292	GRI 102-8
Permanent employees – female	35	33	GRI 102-8
Temporary employees – male	0	0	GRI 102-8
Temporary employees – female	1	1	GRI 102-8
Full time employees – male	279	288	GRI 102-8
Full time employees – female	30	29	GRI 102-8
Part time employees – male	0	4	GRI 102-8
Part time employees – female	6	5	GRI 102-8
Contractors working in our Materials Recycling Facility	68	71	GRI 102-8
Employees covered by collective bargaining agreements (%)	c.42%	c.42%	GRI 102-41
New employee hires – male	18	24	GRI 401-1
New employee hires – female	4	4	GRI 401-1
New employee hires – under 30	5	11	GRI 401-1
New employee hires – 30–50	13	12	GRI 401-1
New employee hires – 50+	4	5	GRI 401-1
Employee turnover – male	22	26	GRI 401-1

## Workforce data continued

	2020	2021	GRI reference
Employee turnover – female	4	9	GRI 401-1
Employee turnover – under 30	5	8	GRI 401-1
Employee turnover – 30–50	13	18	GRI 401-1
Employee turnover – 50+	8	9	GRI 401-1
Employee turnover rate (percentage)	8%	11%	GRI 401-1
Employees who took parental leave – male	1	8	GRI 401-3
Employees who took parental leave – female	3	0	GRI 401-3
Employees who returned from parental leave – male	1	8	GRI 401-3
Employees who returned from parental leave – female	1	–	GRI 401-3
Retention rate of employees who returned from parental leave – male (percentage)	100%	100%	GRI 401-3
Retention rate of employees who returned from parental leave – female (percentage)	67%	–	GRI 401-3
Total number of incidents of discrimination	0	0	GRI 406-1
Percentage of Board – male	100%	100%	GRI 405-1
Percentage of Board – over 50	100%	100%	GRI 405-1
Percentage of Executive Leadership Team – Female	29%*	29%	GRI 405-1
Percentage of Executive Leadership Team – 30–50 years	86%*	86%	GRI 405-1
Percentage of Executive Leadership Team – over 50	14%*	14%	GRI 405-1
Percentage of managers – female	21%	26%	GRI 405-1
Percentage of supervisors – female	4%	0%	GRI 405-1
Percentage of operational staff – female	5%	5%	GRI 405-1
Percentage of support staff – female	50%	50%	GRI 405-1
Percentage of managers under 30/30–50 years/over 50	3%/58%/39%	5%/60%/36%	GRI 405-1
Percentage of supervisors under 30/30–50 years/over 50	0%/81%/19%	0%/72%/28%	GRI 405-1
Percentage of operational staff under 30/30–50 years/over 50	15%/48%/36%	15%/51%/33%	GRI 405-1
Percentage of support staff under 30/30–50 years/over 50	17%/73%/10%	15%/73%/12%	GRI 405-1
Ethnic origin – percentage of employees who are Asian	2%	1%	GRI 405-1
Ethnic origin – percentage of employees who are Black	3%	3%	GRI 405-1
Ethnic origin – percentage of employees who are Mixed	2%	3%	GRI 405-1
Ethnic origin – percentage of employees who are White European	10%	10%	GRI 405-1
Ethnic origin – percentage of employees who are White British	64%	66%	GRI 405-1
Ethnic origin – percentage of employees who are other/prefer not say	18%	17%	GRI 405-1

Data compiled from payroll and diversity questionnaires to staff. Internal records.

\* 2020 data updated due to error made in previous reporting calculations.

## Training

	2020	2021	GRI reference
Average hours of training employees have undertaken – male	18	28	GRI 404-1
Average hours of training employees have undertaken – female	16	28	GRI 404-1
Average hours of training undertaken by managers	32	35	GRI 404-1
Average hours of training undertaken by supervisors	32	35	GRI 404-1
Average hours of training – operational staff	16	28	GRI 404-1
Average hours of training – support staff	16	28	GRI 404-1
Percentage of total employees who received a regular performance and career development review during the reporting period – male	75%	90%	GRI 404-3



## Training continued

	2020	2021	GRI reference
Percentage of total employees who received a regular performance and career development review during the reporting period – female	75%	90%	GRI 404-3
Percentage of total employees who received a regular performance and career development review during the reporting period – managers	80%	90%	GRI 404-3
Percentage of total employees who received a regular performance and career development review during the reporting period – supervisors	80%	100%	GRI 404-3
Percentage of total employees who received a regular performance and career development review during the reporting period – operational staff	75%	90%	GRI 404-3

## Labour/management relations

Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	12 weeks		GRI 402-1
Whether the notice period and provisions for consultation and negotiation are specified in collective agreements	There are agreed change management processes in the collective bargaining agreements		GRI 402-1

## Energy and environmental data

	Unit	2020	2021	GRI reference
Gross direct (Scope 1) GHG emissions	Tonnes CO <sub>2</sub> e	353,262	366,667	GRI 305-1
Biogenic CO <sub>2</sub> emissions (Scope 1)	Tonnes CO <sub>2</sub> e	391,367	407,010	GRI 305-1
Gross location-based energy indirect (Scope 2) GHG emissions	Tonnes CO <sub>2</sub> e	1,906	1,709	GRI 305-2
Gross market-based energy indirect (Scope 2) GHG emissions	Tonnes CO <sub>2</sub> e	13	10	GRI 305-2
Gross other indirect (Scope 3) GHG emissions <sup>1</sup>	Tonnes CO <sub>2</sub> e	2,000	53,504	GRI 305-3
Purchased goods and services – EFW consumables – hydrochloric acid	Tonnes CO <sub>2</sub> e		29,824	GRI 305-3
Purchased goods and services – EFW consumables – lime	Tonnes CO <sub>2</sub> e		7,422	GRI 305-3
Purchased goods and services – EFW consumables – ammonia	Tonnes CO <sub>2</sub> e		2,440	GRI 305-3
Purchased goods and services – EFW consumables – caustic soda	Tonnes CO <sub>2</sub> e		73	GRI 305-3
Purchased goods and services – EFW consumables – activated carbon	Tonnes CO <sub>2</sub> e		3	GRI 305-3
Fuel and energy related activities – use of fuels and natural gas	Tonnes CO <sub>2</sub> e		1,480 <sup>2</sup>	GRI 305-3
Fuel and energy related activities – electricity consumption	Tonnes CO <sub>2</sub> e		151 <sup>3</sup>	GRI 305-3
Fuel and energy related activities – water consumed in operations	Tonnes CO <sub>2</sub> e		28 <sup>4</sup>	GRI 305-3
Upstream transportation and distribution – fleet energy use	Tonnes CO <sub>2</sub> e		8,594 <sup>5</sup>	GRI 305-3
Waste generated in operations – Incinerator Bottom Ash	Tonnes CO <sub>2</sub> e		3,457 <sup>6</sup>	GRI 305-3
Waste generated in operations – Air Pollution Control Residue sent for reprocessing	Tonnes CO <sub>2</sub> e		9.52 <sup>7</sup>	GRI 305-3
Waste generated in operations – Air Pollution Control Residue sent to long-term storage	Tonnes CO <sub>2</sub> e		17 <sup>8</sup>	GRI 305-3
Business travel – company car and personal car use for business travel	Tonnes CO <sub>2</sub> e		5	GRI 305-3

## Energy and environmental data continued

	Unit	2020	2021	GRI reference
Scope 1, 2 and 3 GHG emissions intensity ratio (location based)	Tonnes CO <sub>2</sub> e/total waste and recycle tonnage handled	0.43	0.50	GRI 305-4
GHG emissions reduced as a direct result of reduction initiatives	Tonnes CO <sub>2</sub> e		1,480	GRI 305-5
Oxides of Nitrogen	kg	844,817	829,325	GRI 305-7
Sulphur Dioxide	kg	23,824	30,146	GRI 305-7
Total Particulate Matter	kg	9,223	18,367	GRI 305-7
Lead	kg	23.99	17.1	GRI 305-7
Mercury	kg	2.66	17.4	GRI 305-7
Total fuel consumption from non-renewable sources (natural gas, diesel, gas oil, parasitic load of EFW plant)	MJ (000s)	6,997,350	7,525,082	GRI 302-1
Total fuel consumption from renewable source (solar)	MJ (000s)	234	157	GRI 302-1
Total electricity consumption	MJ (000s)	29,430	28,975	GRI 302-1
Total electricity sold	MJ (000s)	1,803,132	1,915,247	GRI 302-1
Total energy consumption	MJ (000s)	5,223,882	5,638,967	GRI 302-1
Energy intensity ratio	MJ per tonne of waste handled	165	160	GRI 302-3
Reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	Megajoules (MJ)		5,270,130 <sup>9</sup>	GRI 302-4
A non-compliance that could have a major environmental impact	Number	0	0	GRI 307-1
A non-compliance that could have a significant environmental impact	Number	0	0	GRI 307-1
A non-compliance that could have a minor environmental impact	Number	1	1	GRI 307-1

→ 1 We carried out an assessment of our Scope 3 emissions in 2021 from selected GHG Protocol Scope 3 categories and therefore have included more data and higher Scope 3 emissions for 2021 compared to 2020.

→ 2 Calculated using the UK Government's GHG Emission Factors. Includes well-to-tank for diesel, gas oil, marine gas oil, hydrotreated vegetable oil and natural gas.

→ 3 Calculated using the UK Government's GHG Emission Factors for transmission and distribution from UK electricity. This figure includes well-to-tank for company cars, well-to-tank for private vehicles on business and business travel in rental cars or employee-owned vehicles where Cory is responsible for purchasing the fuel.

→ 4 Calculated using the UK Government's GHG Emission Factors for Scope 3 water supply and treatment emissions sources.

→ 5 Very few customers were able to provide an estimate of fuel used to deliver waste to us, and therefore an emissions factor has been estimated based on data provided by the Western Riverside Waste Authority. This assumption was verified and compared with the WRATE model 10 benchmark values for waste transportation and collection and the figures were similar in value. These figures include both waste delivered by road into our Waste Transfer Stations (7,212 tCO<sub>2</sub>e) and directly by road into Riverside 1 (1,382 tCO<sub>2</sub>e).

→ 6 Calculated using the benchmark values from energy consumption from the WRATE model on treatment process, including metal recovery but excluding transportation.

→ 7 This figure is based entirely on transportation of the APCr to a third party. The APCr is not processed by Cory and is sent to the third party as a usable raw material for the manufactured limestone production process and therefore any 'burdens' associated with turning this raw material into a new product belong to the product itself and to the third party.

→ 8 For this analysis we assumed that the GHG emissions behaviour of APCr in a hazardous landfill will be low as much of its composition will be inert for at least 100 years. Further studies will have to be performed to understand the GHG emissions arising from APCr in hazardous landfills. This figure is based on the minimal energy consumption required to operate the mines where the APCr is stored.

→ 9 Data provided is energy savings made by our Lighterage department because of moving to hydrotreated vegetable oil from marine gas oil, and energy efficiency initiatives.

## Our reporting

## Explanatory notes for GRI 302 and 305:

- Scope 1 and Scope 2 emissions calculation comprises carbon dioxide, methane and nitrous oxide (and hydrofluorocarbons where applicable).
- The base year for the calculation is 2020, to align with Streamlined Energy and Carbon Reporting requirements.
- UK Government GHG Conversion Factors for company reporting were used.
- For processed waste, throughout 2021, CO<sub>2</sub> emissions have been continuously monitored with the facility's Continuous Emissions Monitoring System which measured a CO<sub>2</sub> emitted to waste incinerated ratio of 0.98 to 1 tonne of waste. In previous years CO<sub>2</sub> emissions from Riverside 1 have been calculated using a locally agreed conversion factor with the Environment Agency. In 2020 the factor agreed was 1.008 tCO<sub>2</sub> to 1 tonne of waste. For processed waste an emissions factor agreed with the Environment Agency based on an average of the carbon content of the waste processed by the Riverside EFW facility was used. The nitrous oxide component of the Scope 1 emissions from the Riverside EFW facility was calculated using the Entreprises pour l'Environnement (EpE) 'Protocol for the quantification of GHG emissions from waste management activities' (2013).
- For Scope 2, the market-based emission factor was taken from AIB's European Residual Mix 2020.
- Global Warming Potential rates are based on the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report (AR4) over a 100-year period.
- We have reported using the financial control approach.
- For GHG emissions our reporting methodology is in accordance with UK Government Environmental Reporting Guidelines and the GHG Protocol Corporate Accounting and Reporting Standard. The biogenic/fossil carbon content of the waste was determined by a UKAS accredited waste composition analysis methodology.
- For the intensity ratio, biogenic emissions have been excluded.

- For data provided for reporting GRI 305-7:
  - Emission factors: point source (main stack) emissions are the most significant emission source. Representative onsite monitoring data is used to generate site-specific emission factors. The emission factor is the ratio of the measured pollutant emission to the flue gas flow rate and operating hours of the specific operating line. Site-specific emission factors are periodically verified to ensure their continued validity.
  - Methodologies used: emission factors are used to estimate an activity's emissions by the general equation:
    - (4)  $E = [A \times \text{Op hours}] \times \text{EF}$
    - Where: E = emission rate of pollutant in kg/yr
    - A = activity rate of process, t/hr or m<sup>3</sup>/hr
    - Op hours = operating hours per year of activity, hr/yr
    - EF = controlled emission factor of pollutant per activity, kg/t or kg/m<sup>3</sup>
    - Within Equation 4 it is important to note that EF is the emission factor for the pollutant released to atmosphere, that is, after the emission has been abated.
  - Energy intensity ratio includes fuels and electricity consumption within the organisation and excludes energy from waste.
  - We carried out an assessment of our Scope 3 emissions in 2021 from selected GHG Protocol Scope 3 categories and therefore have included more data and higher Scope 3 emissions for 2021 compared to 2020.





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