

SUSTAINABILITY REPORT 2018



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Report highlights

In 2018, we established our sustainable business strategy to help drive performance across our business in line with five key priority areas aimed at:

- supporting London's circular economy by processing recyclable waste, enabling resource recovery from non-recyclable residual waste, and creating by-products for use in construction;
- reducing the level of waste sent to landfill and exported abroad; and
- partnering to increase awareness of recycling, the circular economy and the role of the River Thames for freight transportation.

REPORT HIGHLIGHTS

Our sustainable business strategy seeks to improve our operations to support London's aims of becoming a sustainable city, and support the nine United Nations Sustainable Development Goals that we have identified as having the greatest ability to impact. We invite you to explore our 2018 sustainability report for a greater insight into Cory's key priorities, which are summarised below.

OUR PRIORITY AREAS

RESOURCE MANAGEMENT AND RECOVERY

In 2018, we diverted 735,099 tonnes of waste away from landfill, whilst 180,000 tonnes of construction aggregate were generated from our energy-from-waste facility. Not only did this help to reduce CO₂ emissions associated with waste treatment, but Cory's unique use of the River Thames meant 85,000 lorry movements across London were displaced, improving road safety and reducing the strain on London's already congested road infrastructure. Our materials recycling facility processed 3,600 tonnes of plastic for recycling, helping to eliminate plastic from the UK waste stream and contribute to national and regional shifts towards a more circular economy. Our civic amenities and re-use and recycle centres also assisted in this goal.

POWERING LOCAL COMMUNITIES

We powered the equivalent of 100,000 homes in 2018, generating 343,228 MWh of energy from London's waste. 100% of Cory's land-based operations were powered through renewable energy.

OUR PEOPLE

Our Investor in People status is reflected in our high retention rate, with a turnover of less than 10%, and with 20% of our workforce holding over 10 years of service at Cory. At least 25% of our current workforce are or were apprentices, with many having come through apprenticeship programmes. Our business has reduced the gender pay gap of our workforce over the previous year, leading to a mean gap of 0.24% in 2017/18 compared to 4% in 2016/17.

BUSINESS INTEGRITY

We have instigated a health and safety culture change programme to reduce the incidents and accidents we have in our operations. We have increased awareness and understanding of modern slavery and anti-bribery and corruption amongst employees and our suppliers, through enhanced policies and procedures.

At our energy from waste facility, we have remained fully compliant with daily emission limits, and commit to continuing to publish emission data on our website in line with our policy on openness and transparency.

ADVOCACY AND PARTNERSHIPS

Partnerships with Transport for London, the Port of London Authority, the Institute of Civil Engineers and others has allowed us to explore new cleaner technologies and review our unique use of the River Thames to transport waste. Outreach has gone further, with community tours of our facilities and educational trips contributing to a wider education programme on waste management issues. Our engagement with external stakeholders including policymakers and universities has contributed to our advocacy programme aimed at spreading awareness of the importance of energy-from-waste facilities in contributing to the circular economy.

OUR FUTURE PLANS

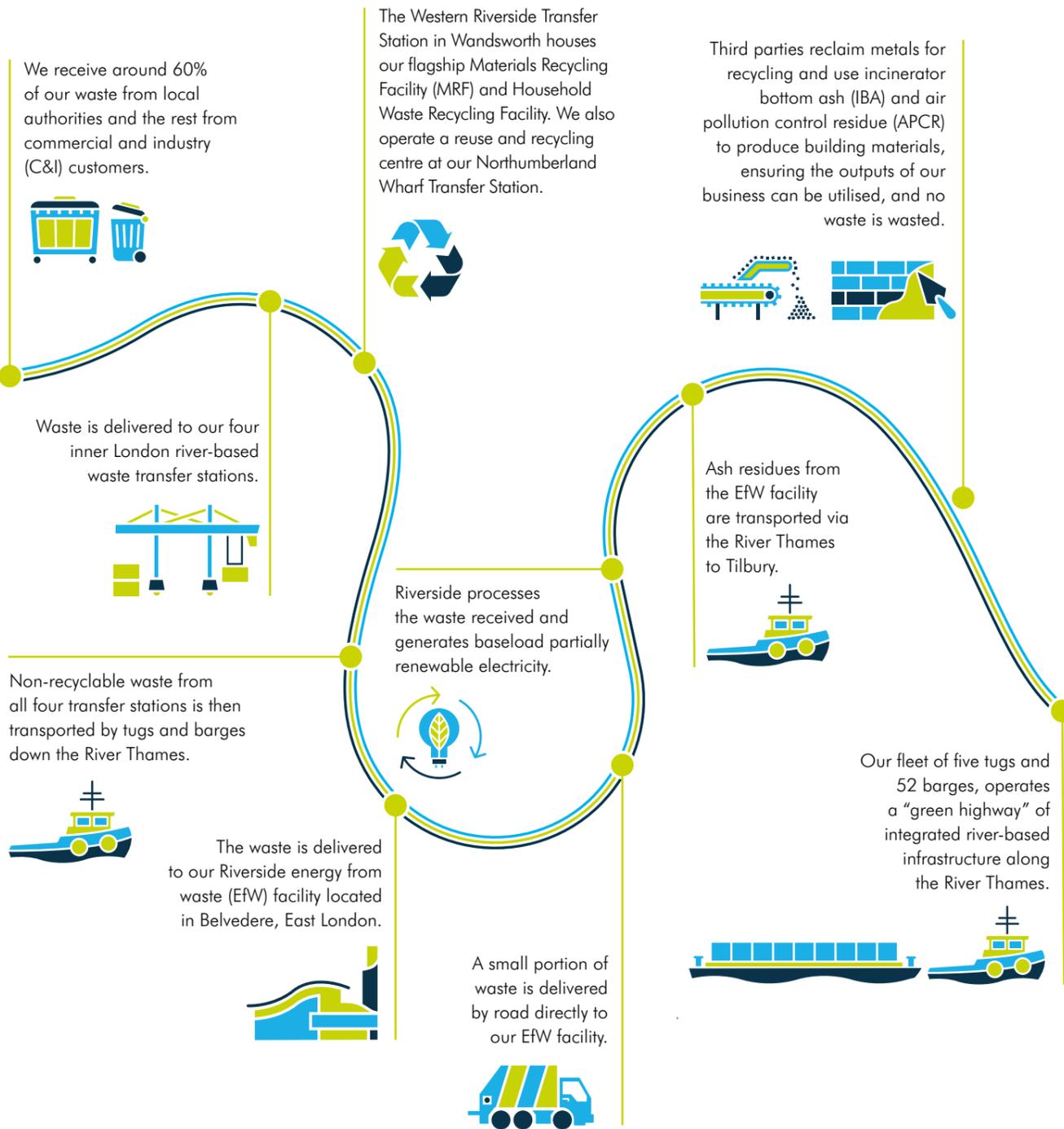
Our aim is to help address London's waste treatment capacity gap by processing more non-recyclable waste, diverting it from landfill and export, to generate energy – both power and heat – for more homes. A new facility Riverside Energy Park is currently in the planning process to deliver on this aim. It will generate up to 96 megawatts of low carbon, partially renewable electricity at peak times from non-recyclable waste; and export enough electricity from the site to power over 140,000 homes.



Cory Riverside Energy is a leading resource management, recycling, and energy recovery company.

We segregate and process recyclable materials, and turn London's non-recyclable waste into energy and useful materials. We have access to the only river waste transfer stations in London and unique permission to transfer waste on the River Thames.

OUR UNIQUE RIVER-BASED SOLUTION



HOW OUR ENERGY RECOVERY FACILITY OPERATES

The Riverside EfW facility is recognised by the Environment Agency as an efficient facility through its R1 status designation, operating with a best-in-class recovery rate in extracting energy from London's non-recyclable waste.

In line with strict regulatory standards, energy is extracted through the controlled combustion of waste at high temperatures, which produces steam that drives a turbine to create electricity, which is subsequently fed into the UK's electricity network.

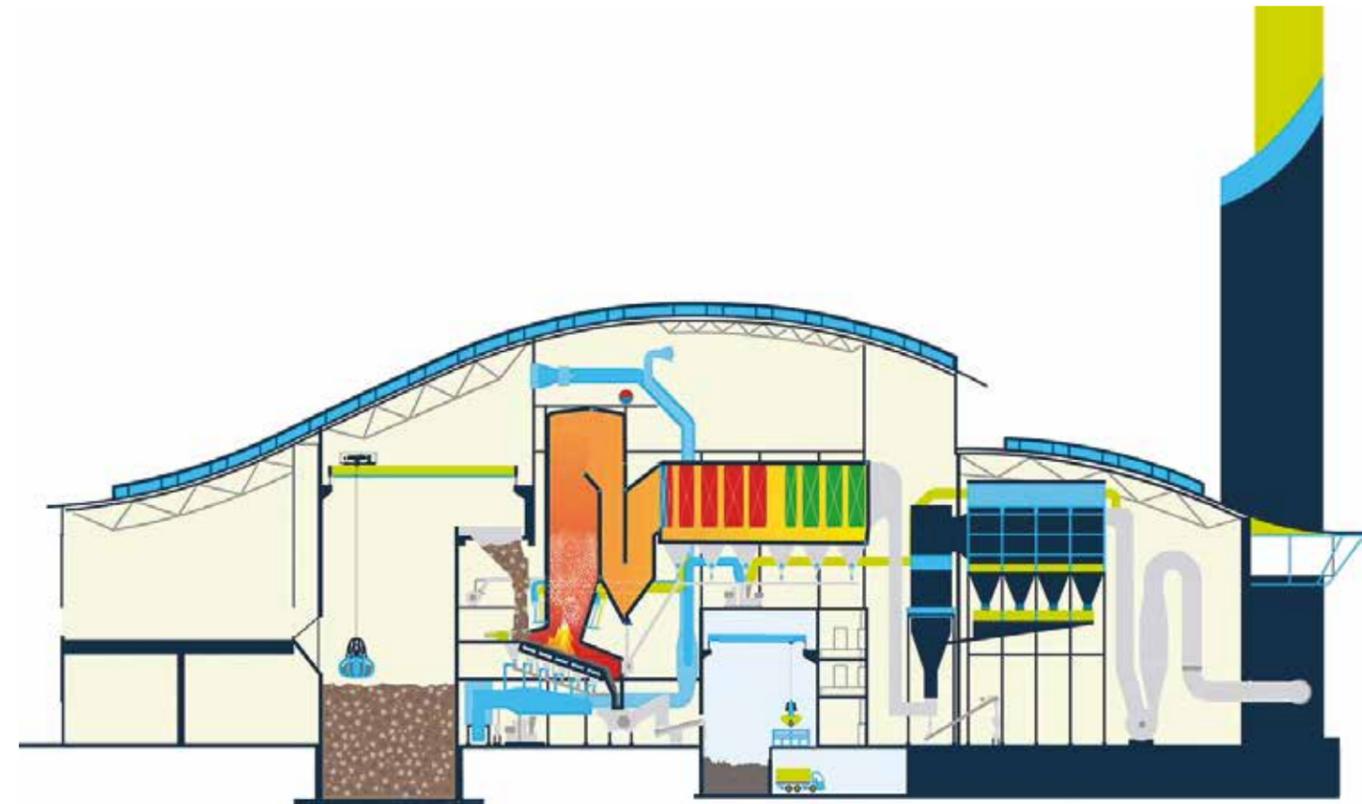


Figure 1 – Riverside energy from waste facility

R1 Status - within the Waste Framework Directive, R1 status is used to determine whether a facility is classed as a disposal operation (mainly incineration of waste) or energy recovery operation (used principally as a fuel or other means to generate energy).

HOW OUR BUSINESS CREATES VALUE

Our value creation is all about generating a resource efficient economy for London from London’s waste; providing safe, secure, affordable and sustainable supplies of energy and materials from renewable and other sources. The benefit of our approach is that it stops unnecessary material being buried in landfill or exported abroad for others to deal with.

We create value through segregating waste which can be technically and economically recycled; and by generating energy from non-recyclable waste.

In the process of energy generation further value is created from by-products such as metals, IBA and APCR, formed in the process which are collected and used in construction materials.

In the future, we also intend to recover the heat from our energy from waste process to provide heating to homes through a district heating scheme in the Borough of Bexley.

CORY’S BUSINESS MODEL

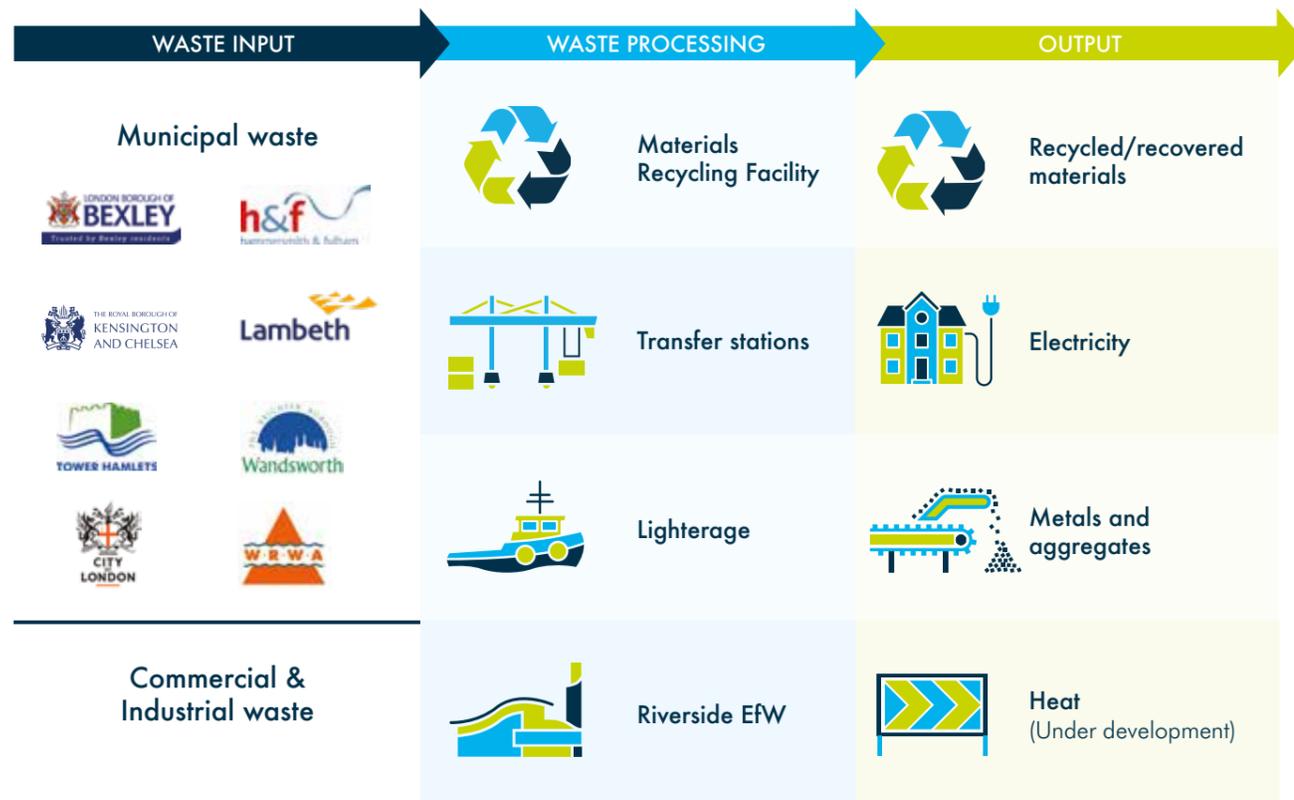


Figure 2 – Cory’s business model

OUR VISION

“Bringing London the most sustainable and integrated waste treatment, energy generation and river logistics”

Our vision has sustainability at its heart, driving us to find new and innovative ways to improve our processes and business outcomes to provide London with a valuable and sustainable resource management solution.

Our vision articulates our desire to increase our resource management and energy recovery capability for London. With over two million tonnes of London’s non-recyclable waste currently sent to landfill or shipped overseas every year, our city has a clear waste infrastructure capacity gap which urgently needs investment.

Pending the outcome of our Development Consent Order (DCO) application, we are committed to meeting this capacity gap through the development of the Riverside Energy Park (REP) in Belvedere. REP will generate renewable energy whilst reducing the carbon emissions associated with managing London’s waste. It will add an additional 655,000 tonnes of EfW treatment capacity every year, as well as solar generation, anaerobic digestion and battery storage generating up to 96 megawatts (MW) of low carbon, partially renewable, electricity at peak times, which is enough electricity to power the equivalent of 140,000 homes. It would also double employment at the two joint facilities to around 160 people in total.

OUR VALUES

We have three core values established through wide engagement with employees in 2018. They are: care and respect, one team, and sustainability.

CARE & RESPECT



All our employees are encouraged to promote environmental sustainability locally, in the city in which Cory operates. We show care and respect to each other by listening and developing new ideas.

ONE TEAM



All our employees to work with enthusiasm and pride, be open, take responsibility and be the best they possibly can through encouraging and inspiring fellow employees.

SUSTAINABILITY



Promote positive social and educational engagement with our local communities and other external stakeholders. Educate & encourage change in ourselves, our colleagues, and our customers to promote behaviour that is aligned with our vision and values of sustainability.

Chair's statement



I have the privilege of serving Cory's shareholders, who themselves represent the interests of investors including pension fund members in London, in the UK more broadly and overseas. Their investment horizons are long term, decades hence, and so the obligation falls to me and my fellow board members to ensure the business continues to operate sustainably into the future to deliver their investment goals.

What do we mean by sustainability? For Cory, it is the framework by which we ensure the business will continue to operate long into the future while meeting the needs of our customers, securing the health, safety, wellbeing and development of our employees, meeting or exceeding our obligations to the environment and the communities we serve and delivering value to our shareholders. Our business, by its very nature, supports London's circular economy and its own sustainability objectives and provides a far better solution to its waste than burying in the ground in landfill or exporting to other countries. We take London's waste, recycle what we can and then transform the remaining waste into sustainable green energy and valuable raw materials for use in construction and elsewhere.

We have made further strides in advancing our framework over the past year. Achievements include securing Green Financing accreditation, making further progress in closing the gender pay gap, continuing to operate within air quality limits, supporting our local communities and entering into the planning process for Riverside Energy Park. We have a lot more to do and have set ourselves some challenging objectives for the years ahead which are covered in more detail in this report.

I trust that you will enjoy reading more about our ambitions and our progress in the rest of this report.

John Barry
Chair

CEO's statement



I am delighted to write the foreword for Cory's first annual sustainability report, detailing the sustainability issues Cory has been working on for many years.

Since joining Cory, I have been deeply impressed by the pride that our people have in Cory's history, their contribution to its current success and a strong belief that they make a difference to community they work and live in. It is a great culture that underpins Cory's success.

We are very well positioned for a successful future. The infrastructure in London cannot cope with the level of London's waste without burying or exporting the problem to someone else – Londoners want to solve their own problems and recognise that disposing of waste in landfill is a poor environmental solution. We are committed to reducing waste and providing efficient and clean solutions for dealing with what's left.

We have already invested in leading technologies to recycle waste and to transport London's waste by river make our roads safer with lower emissions. We have invested in a facility that allows us to convert London's waste into energy for the equivalent of 160,000 homes. Moreover, our investors are committed to make further significant investment in our river logistics and a new world leading plant to deliver baseload electricity to the equivalent of a further 140,000 homes.

It's not just the big investments that are important. It's the sum of the small things we individually do and when everyone is passionate about their contribution, the global impact will be significant. I am committed to embedding this in Cory, our sub-contractors, advisers and partners right across our supply chain.

A secure future means continuing to attract investment into new technologies, systems and training to increase efficiency. It means building on our values so that we remain responsive to the economic, political and environmental needs of our people, clients and the communities we serve in London. It means retaining and attracting quality people, and it certainly means reducing our emissions footprint and being part of the solution to a safer and better environment for London. Who wants to work for a company that is not committed to this?

This report sets out Cory's sustainability journey in 2018. It sets out our current targets for the future and celebrates our achievements to date. It is part of embedding sustainability at the heart of the business and I expect our ambition to grow over the coming years.

I am committed to delivering our sustainable business strategy.

Dougie Sutherland
Group CEO



Scope of the report

SCOPE OF THE REPORT

In our first sustainability report we present our sustainable business strategy, developed in 2018, which describes our five priority areas. Our performance in 2018 in these areas is provided, together with a focus on how we are helping London become a more sustainable city. Here we describe in detail the benefits of our approach.

The report also shows how implementing our strategy directly supports the delivery of the United Nations Sustainable Development

Goals. The report concludes with our future plans and specific actions for 2019. Where relevant we signpost further information available on our website, for example our independently reviewed Global Reporting Initiative (GRI) assessment. We plan to disclose our progress on implementing our strategy in our next report.

The data presented in this report is for year ending 31st December 2018. Data from previous years is presented in some areas to show trends in our performance. We welcome feedback on this report, please email info@coryenergy.com with your comments.



Governance and materiality

GOVERNANCE – HOW THE ISSUES ARE MANAGED

The overall management of the sustainable business strategy is the responsibility of our executive leadership team (ELT) who review progress with oversight from the Board of Directors. The ELT review the company's safety, financial, operational and commercial performance. The priority areas and key activities of the sustainable business strategy each have their own governance through the company's integrated management system (IMS), enterprise risk management processes and its competency management system (CMS).

CORY'S SUSTAINABILITY GOVERNANCE

Responsibility for our sustainability performance is integrated and embedded into our existing governance structures. The Board of Directors review performance and approve strategy, while the ELT has accountability for the overall programme and its performance.

BOARD OF DIRECTORS

Provides strategic guidance on sustainability within Cory and approves the annual sustainability report.

EXECUTIVE LEADERSHIP TEAM

Accountable for the sustainability strategy and its programme, the team approves the key areas and sets actions to achieve sustainability goals. It assigns accountability to members of both the executive and senior leadership teams. The operations of

the business are represented through senior leaders. They are responsible for conducting sustainability materiality assessments, the delivery of the sustainability programme and ensuring progress through managing and reporting of monthly performance, as well as developing policies and procedures, setting targets, and defining and measuring performance indicators.

SAFETY, HEALTH, ENVIRONMENT AND QUALITY TEAM (SHEQ)

The SHEQ team manages an internal auditing programme to maintain upkeep of Cory's IMS – which is currently certified to ISO 14001 Environmental Management Systems, ISO 9001 Quality and the OHSAS 18001 Occupational Health and Safety Standard. THE SHEQ team helps lead, drive and publicise sustainability projects, as well as taking an active role in shaping both local and national policy relevant to the company.

EXTERNAL GOVERNANCE OF OUR DATA

We have a duty to provide sustainability performance data to regulatory and industry stakeholders. Such information includes the following: emissions data for both local air emissions and carbon is reported to the Environment Agency; volumes of waste processed, incinerator bottom ash (IBA), air pollution control residue (APCR) and metals are also reported to the Environment Agency; and our health and safety performance is reported to Environmental Services Association and the Port of London Authority (PLA).



MATERIALITY

We review the social, environmental and ethical issues concerning our business, using trend analysis, and through dialogue we have with investors, policy-makers, regulators, local residents, customers, our supply chain, and our employees. This provides us with a valuable insight, which we have used to ensure our sustainable business strategy and future plans, such as the Riverside Energy Park, takes into consideration material issues.

Material issues in 2018 included: London’s recycling rates; maximising energy recovery from waste; environmental impacts including public health and air quality; food waste and anaerobic digestion; affordable local heating; skills and training; and our approach to modern slavery.

In 2018, we undertook an assessment against the GRI Sustainability Reporting Standards, the first global standards for sustainability reporting. The GRI standards represent the global best practice for reporting on a range of economic, environmental and social (ESG) impacts. Our disclosure against the GRI Standard is published on our website, and has been independently assessed.

In 2019, we will further develop our materiality assessment and will disclose our performance under the GRESB Infrastructure Asset Assessment. This Assessment provides the basis for systematic reporting, objective scoring and peer benchmarking of (ESG) management and performance of infrastructure assets around the world.



Our sustainable business strategy



Our approach to sustainability supports our vision and is underpinned by a strong commitment across the company from our investors, our board, and our people.

Fundamentally, it is a sustainable business strategy which helps our business achieve its operational goals and maintain financial stability, whilst maximising our social and environmental performance.

OUR SUSTAINABLE BUSINESS STRATEGY

Through the implementation of our strategy we seek to contribute to making London more sustainable, most notably through:

- Supporting London’s circular economy by sorting recyclable waste, enabling resource recovery from waste and materials, and creating by-products for use in construction

- Reducing waste sent to landfill or exported to continental Europe, through the energy recovery process at our facility in Belvedere.

Supporting this approach is how we deliver these services, with highly trained and skilled people, and as a responsible business, be that through community engagement, a commitment to health and safety, or sound supply chain management amongst others. As part of our strategy we recognise we need intelligent policy and partnerships that drive a common goal of renewable energy provision and a circular economy for London. Each priority has activities, as described here, supported by specific work plans with key performance metrics, where appropriate, to drive our performance.

Our sustainable business strategy enables us to embed the principles of sustainable development into everything we do, improving London and demonstrating our commitment to the United Nations Sustainable Development Goals.

OUR SUSTAINABILITY STRATEGY CENTRES ON FIVE PRIORITY AREAS:



RESOURCE MANAGEMENT AND RECOVERY

Our approach to responsible resource management enables London’s sustainable growth by maximising resource recovery at all stages in our operations. This supports a circular economy and uses the River Thames to move freight off roads to help London realise the full potential of the river to carry goods. Key activities:

- Recycling infrastructure
- Resource recovery of construction materials
- Urban river logistics



POWERING LOCAL COMMUNITIES

Cory is an important contributor to helping London become a more sustainable city through our provision of secure, reliable, baseload electricity. Currently over half of the energy we generate is classed as renewable. Our infrastructure also has the potential for heat distribution. Key activities:

- Energy recovery from waste
- Energy efficiency programme
- District heating in Bexley in planning stages



OUR PEOPLE

Cory directly employs over 300 people, and supports many more jobs across our local and global supply chains. We recognise the need to attract and retain talent if we wish to grow our business. We seek to provide a work environment that celebrates diversity and provides the training and skills so that our people can thrive. Key activities:

- Staff recruitment and retention
- Skills and training opportunities
- Gender pay gap reporting
- Apprenticeship programmes



BUSINESS INTEGRITY

We have a responsibility to ensure our business is legally compliant. We operate a responsible business with high levels of integrity, whilst protecting the environment and delivering social value. Key activities:

- Environmental protection
- Strong health and safety focus
- Financial sustainability
- Improved anti-bribery and corruption programme
- Sound supply chain management
- Responsible tax practices
- IT security and business continuity



ADVOCACY AND PARTNERSHIPS

We are passionate advocates for improving resource management in London. We work to promote effective policy that: addresses London’s circular economy and energy requirements; 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 strategy includes working with local communities to encourage the importance of science, technology, engineering and maths (STEM) in education, and giving young people opportunities to help address future waste and resources challenges. Key activities:

- Special partnerships including the Thames Skills Academy and Industrial Cadets
- Community engagement
- National and local policy development
- Research into improving health and safety
- Development of clean fuels and technologies

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

DELIVERING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS: Tackling global goals, locally

In September 2015, the General Assembly of the United Nations adopted the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals (SDGs). Building on the principle of “leaving no one behind”, the new Agenda emphasizes a holistic approach to achieving sustainable development for all.

The UN 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 completed a materiality assessment that considered each of the SDGs and evaluated those where we can make a material impact through our sustainable business strategy and performance. We have chosen to set challenging goals for the year ahead to help us progress and achieve our SDG ambitions for our nine chosen goals.



Figure 3 – UN Sustainable Development Goals relevant to Cory





Making London a more sustainable city

For our 2018 report we have chosen to focus on how our sustainability performance makes a positive contribution to two aspects of the capital:

- **Growing London's circular economy**
- **Creating a vibrant, thriving River Thames for London**

Growing London's circular economy

With an emphasis on minimising waste and making the most of resources, Cory forms an important part of London's circular economy.

A circular economy (as illustrated by Figure 4 below) keeps products and materials circulating within the economy at their highest value for as long as possible, through re-use, recycling, and energy and materials recovery. Though London is performing well in recycling rates in comparison to other major European capital cities, including Amsterdam, Paris, and Madrid, its materials economy is not yet circular. Only around a third of London's waste is currently recycled. With our emphasis on making the most of resources, Cory forms an important part of London's circular economy, illustrated in Figure 5.

Our EfW facility generates baseload electricity, displacing the use of fossil fuels. Unlike landfilling or exporting waste at cost to the UK taxpayer, our process finds a productive use for its by-products. We recover ash and metals to be recycled and used in bricks and aggregates for the construction industry, reducing the need for quarrying virgin materials. Reducing the need for quarrying virgin materials. We are committed to processing London's waste within London's boundaries, in line with the Mayor's Environment Strategy, rather than sending it for treatment or disposal elsewhere. Our performance on recycling, energy and resource recovery is described in detail throughout this section.

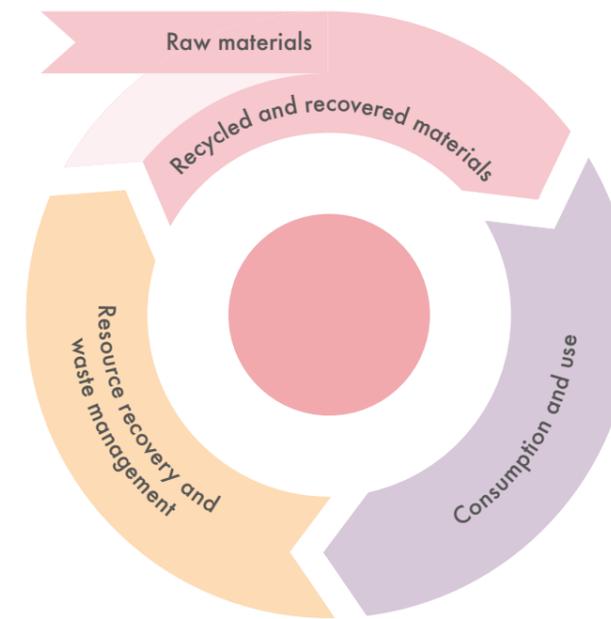


Figure 4 - Defra's circular economy model



Figure 5 - Cory's contribution to the circular economy

See here: assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/765914/resources-waste-strategy-dec-2018.pdf for more info (page 8).

RECYCLING FOR THE CIRCULAR ECONOMY

At the front end of Cory's resource management solution, we have the ability to segregate those recyclable materials received at our MRF. In 2018 we processed 66,000 tonnes of materials, including over 3,600 tonnes of plastic. Since opening in 2011, we have processed over 400,000 tonnes of dry mixed recyclables for onward processing into other products. Cory also enabled the reuse and recycling of over 1,000 tonnes of materials at our two household waste recycling centres in 2018.

Recycling rates in London and elsewhere need to improve. Public awareness on the importance of managing our resources wisely is important. With this in mind, Cory opened its doors to the BBC who filmed our operations in 2018. The BBC Earth Unplugged film explored recycling, and the associated challenges faced by businesses and consumers in the UK.

See here: www.youtube.com/watch?v=A-0n6PXJSIo

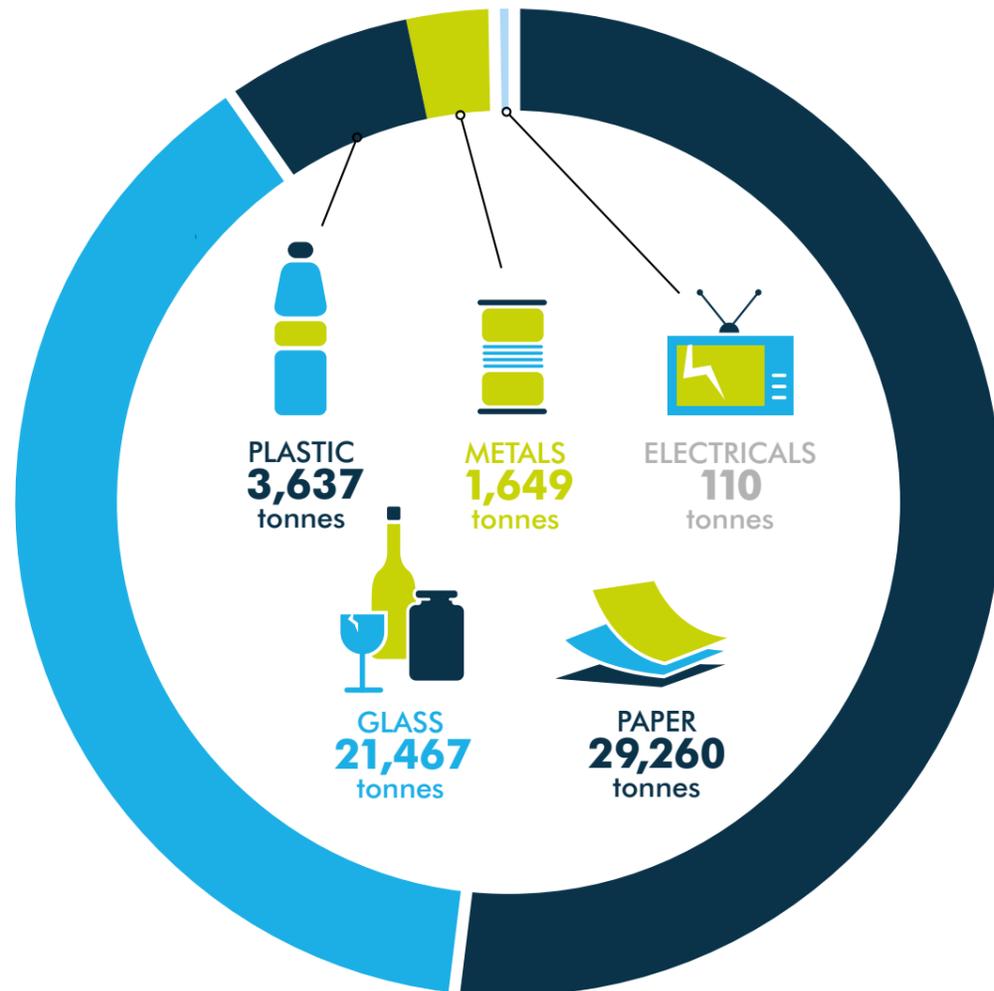


Figure 6 - Cory's recycling performance in 2018. 56,000 tonnes of recyclable material output from 66,000 tonnes of material input at the Western Riverside MRF.

RESOURCE RECOVERY FOR THE CIRCULAR ECONOMY

Energy from waste is currently the most sustainable option for dealing with residual waste (non-recyclable "black bag" waste), after recyclable materials have been separately collected. Energy and materials recovery from waste contributes to the delivery of the circular economy. An overview of Riverside's performance in 2018 is illustrated below:

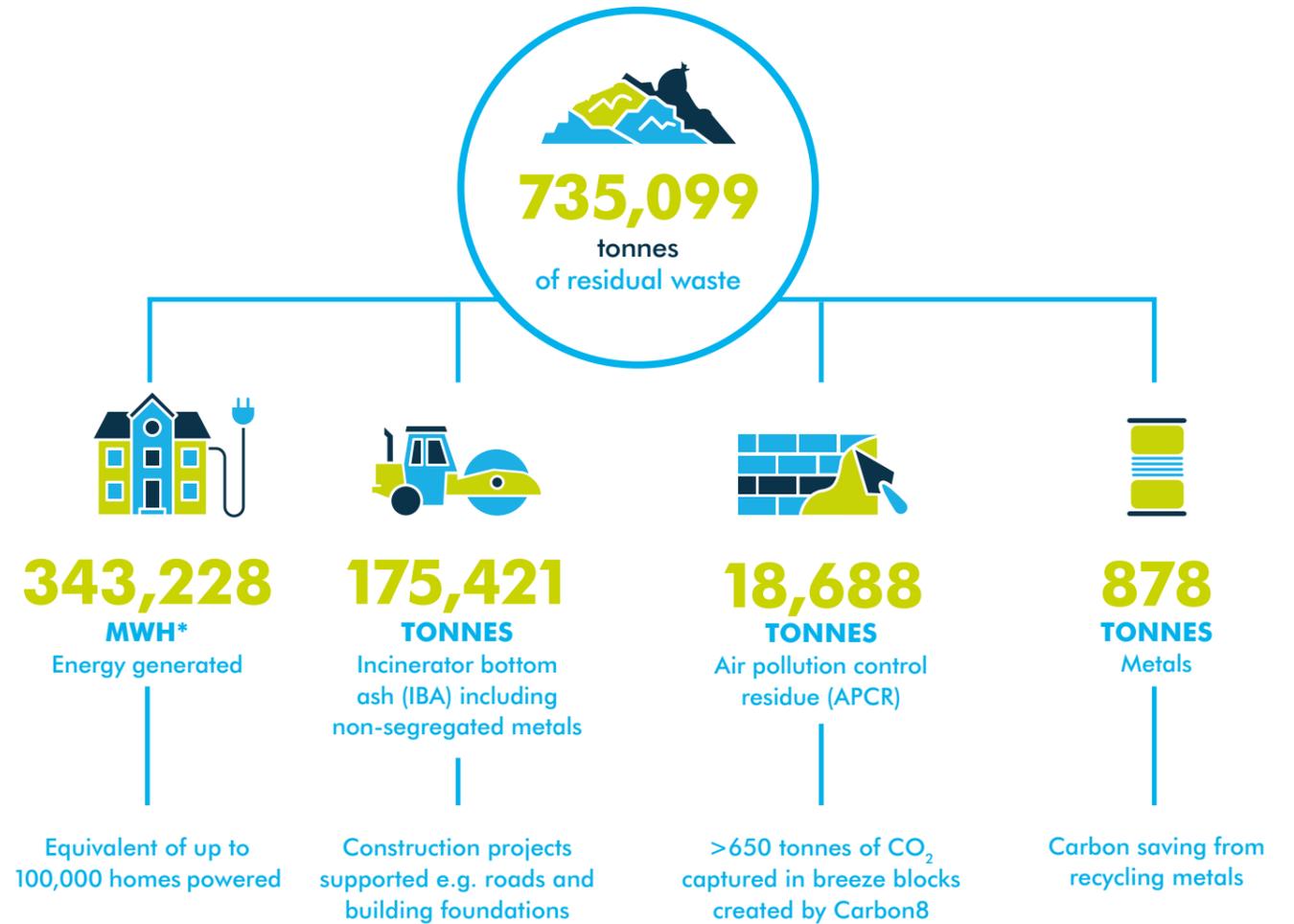


Figure 7 - Cory's resource recovery performance in 2018

*See Energy section for explanation of our turbine issues in 2018. Typically we expect to generate more than 500,000 MWh every year.

RESOURCE RECOVERY FOR THE CIRCULAR ECONOMY

We set out how we recover resources from waste in the image below, with more information on each section on the following pages:



HOW TO BECOME MORE CIRCULAR:

The UK is facing a huge challenge as demand for raw materials continues to rise. The circular economy enables the economy to grow, while minimising the amount of virgin resources that are extracted.

DISTRICT HEATING NETWORK IN THE COMMUNITY

Heat networks enable valuable waste heat energy to be captured and supplied to local householders and businesses, removing the need for conventional use of natural gas. We have plans to deliver heat through a major district heating scheme to thousands of homes in the Borough of Bexley, to achieve greater circularity in resource recovery. We are taking these plans forward through a joint heating scheme working group, which includes the London Borough of Bexley, the Greater London Authority, and Peabody Homes. Our vision of providing heat to the local community from the waste it generates, has the circular economy at its heart.

ENHANCED PRODUCER RESPONSIBILITY

A more circular economy requires coordination across the whole value chain – from producers through to consumers. All will have to play their part. Currently in the UK producers pay one-tenth of the costs of dealing with their packaging, which is unlike other European countries, where producers pay for nearly all the costs. Defra’s Waste and Resources Strategy proposes that the full net costs of dealing with packaging will be placed on producers. We fully support these efforts which will reduce the plastic packaging in the residual waste stream, as producers are incentivised to better design packaging for recycling and use more recycled content in their products.

MORE INVESTMENT AND STRONGER END MARKETS

More investment and treatment capacity is required to ensure recyclable materials are segregated and separated from the residual waste stream. Creating healthy secondary materials markets is essential to strengthen the circular economy. These markets will drive resource value retention and new business models around reuse, remanufacture and recycling.

EDUCATIONAL OUTREACH AND AWARENESS RAISING

The benefits of a circular economy need to be shared more widely among different groups, including the general public and business sectors, to ensure greater engagement. We actively work with our stakeholders and the communities which we serve to raise awareness and educate on how best to reduce, reuse and recycle. Cory has held tours at our facilities in Smugglers Way and Belvedere for schools, colleges and voluntary organisations throughout 2018. Over 500 people, including 250 local schoolchildren, visited us to learn about how we sort and process recyclable material and turn London’s residual waste into energy. For 2019, we plan to run similar workshops specifically on the circular economy.

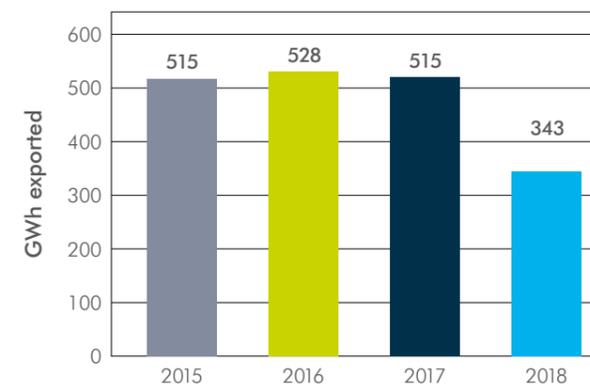
RESOURCE RECOVERY FOR THE CIRCULAR ECONOMY



ENERGY

We process waste material that would otherwise go to landfill into electricity, thereby recovering an important resource – energy – from it. The energy potential of waste is significant and should be utilised in a way that maximises the delivery of that potential, in high-efficiency EfW plants.

Riverside EfW (Electricity exported)



In 2018, 735,099 tonnes of residual waste were processed generating 343 GWh of electricity. This amount of electricity was lower than in previous years as a result of a technical problem with our turbine. Throughout 2018, we maintained our R1 high-efficiency status.



INCINERATOR BOTTOM ASH (IBA)

Aggregates produced as a by-product of our recovery of energy from waste helps bring down the carbon footprint of London’s construction projects, by providing a valuable local alternative to the use of virgin mined aggregate.

So far over 1.1 million tonnes of IBA from Cory’s Riverside EfW facility has been processed into major UK infrastructure projects such as the widening of the M25 London Orbital Route. The finished IBA products have a low bulk density so more (volumetrically) can be transported per vehicle movement, reducing traffic congestion associated with construction projects.

There are powerful, common sense benefits for using IBA: it is produced close to the local construction market; it is a by-product of energy recovery from a community’s waste; and it reduces the need for quarrying of natural aggregate. It is a sustainable source of construction aggregate used in many different applications.



AIR POLLUTION CONTROL RESIDUE (APCR)

Similarly, air pollution control residue (APCR), a fine powder that remains following the cleaning of the gases from our facility, is captured, treated and sold on to third party processors. In 2018, over 10,400 tonnes of APCR was sold to Carbon8, where it was used as aggregate material in building blocks. The Carbon8 process is acknowledged in a United Nations Environment Report as making “a demonstrable contribution to the developing European circular economy.”



METALS

Metal is recovered from our facility in two ways. First through metal segregation for loose metals. In 2018 alone we recovered 878 tonnes in this way, and since operations began c. 6,700 tonnes of metal have been recovered. Secondly, metal forms part of the resource recovered from the bottom ash sent to our partners Ballast Phoenix for processing. In 2018, around 18,000 tonnes of metals were recovered from Cory’s bottom ash at the Ballast Phoenix plant in Tilbury.

Metals recycling realises the benefits of not having to use virgin materials in manufacturing new metal with associated carbon emission savings.

03 Carbon8 Enviro Factsheet. <http://c8s.co.uk/carbon8-recognised-by-the-united-nations/>

Creating a vibrant, thriving River Thames for London

Cory has a long and distinguished history as one of the major operators serving London on the River Thames since 1896. Though our activities have changed as we moved from the supply of coal, to transporting waste and aggregates, our unwavering commitment to seeing the Thames being used to its full potential will never change. It's a long history that we want to see continue for prosperity.

MOVING MORE MATERIALS FOR ENVIRONMENTAL, SOCIAL AND ECONOMIC BENEFITS

As a longstanding user of the river, we have always believed in the benefits of moving freight off roads and onto the river. Our operations today exemplify this commitment, and provide a demonstration of the existing and potential benefits to London. River freight results in less road congestion, fewer carbon emissions, fewer road traffic incidents, and less air pollution.



85,000 Fewer truck journeys in central London in 2018

Less road congestion

Instead of heavy goods vehicles congesting London's streets, we transport waste from transfer stations with river access at strategic wharves located along the Thames. This means significantly fewer truck journeys to transport the equivalent tonnage. Each barge that we ship down the river saves the equivalent of 60 truck journeys and the five tugs can each tow up to three barges at any one time.



20kg per tonne reduction in emissions

Fewer carbon emissions

For every tonne of material we transport on the Thames, we reduce the overall carbon emissions associated with managing London's waste, by about 20kg per tonne of material transported⁴. This equates to a saving of circa.17,000 tonnes CO₂e per annum.



safer roads fewer truck journeys

Fewer road traffic incidents

Distance travelled by light good vehicles (LGV) in London has increased and this has seen an increase in accidents involving LGVs. Our use of the river helps by taking vehicles off the road⁵. Additional use of the river replacing road freight, would further help the road safety of pedestrians, cyclists, and motorists.

NO₂ **4-6** times less than road borne emissions

Less air pollution

By using the river instead of the road, fewer Londoners are exposed to air pollution from transport sources. In 2018, Cory participated in a PLA air quality study, in which, it was highlighted that "waterborne emissions resulted in around four to six times less impact on NO₂ concentrations at the point of measuring air quality close to population centres, compared to the equivalent transits by road⁶".

COLLABORATION AND INVESTING IN THE FUTURE

To continue our use of the Thames and further improve our operations Cory is actively working to raise standards and enhance skills for all those using the river. In 2016 in partnership with Transport for London, Port of London Authority and Tideway London, the Thames Skills Academy (TSA) was established.

Our Director of Strategic Infrastructure Projects, is an Employer Director and Vice-Chair of the TSA. The Academy engages with schools and colleges across London and promotes apprenticeship opportunities. Cory actively recruits TSA apprentices from maintenance, engineering and lighterage professions.

In 2018, we worked in partnership with the Institute of Civil Engineers (ICE) to host a forum to consider more effective use of the Thames, at which over 20 river operators and policy-makers attended.

⁰⁴ Cory Riverside Energy: A Carbon Case (Page 14) See here: www.coryenergy.com/wp-content/uploads/2018/01/Cory-Carbon-Report-v1.1.pdf

⁰⁵ Royal College of Physicians. Every breath we take. See here: www.rcplondon.ac.uk/projects/outputs/every-breath-we-take-lifelong-impact-air-pollution

⁰⁶ PLA Air Quality Strategy. June 2018. See here: www.pla.co.uk/assets/airquality2018.pdf



Our sustainability performance against priority areas

In this section, we describe our annual performance data for each of the five priority areas, including four case studies which exemplify our sustainability efforts, and how our approach has contributed to the UN SDGs.



PRIORITY 1 - RESOURCE MANAGEMENT AND RECOVERY

IN 2018...

735,099 TONNES OF WASTE DIVERTED FROM LANDFILL

were processed at our energy from waste facility. Processed at our energy from waste facility, reducing carbon emissions associated with waste treatment⁷.

85,000 LORRY MOVEMENTS DISPLACED

from London's congested streets as a result of over 853,000 tonnes of waste and aggregate material that we have moved on the River Thames.

180,000 TONNES OF CONSTRUCTION AGGREGATES GENERATED

from our resource recovery process for onward processing in construction.

ENGINE MONITORING SOFTWARE FOR RIVER FLEET

installed to monitor and assess engine performance, so that further operational optimisation including unnecessary idle run can be achieved.

3,600 TONNES OF PLASTIC SEGREGATED FOR RECYCLING

at our recycling facility, helping eliminate plastic from the UK waste stream.

UN SDGS - RESOURCE MANAGEMENT AND RECOVERY

SDG	Target	Description
	<ul style="list-style-type: none"> 12.2 sustainable management of natural resources 12.5 substantially reduce waste generation through prevention, reduction, recycling and re-use 	Our responsible resource management practices leads to less waste going to landfill and the recycling of materials so supporting SDG 12. Furthermore, our energy efficiency programme will reduce our demand for energy and natural resources also supporting SDG 12, target 12.2.
	<ul style="list-style-type: none"> 13.2 integrate climate change measures into national policies and strategies 	Our use of the River Thames helps SDG 13 improve air quality and mitigate climate change, reducing emissions and congestion in London, supporting long term decarbonisation of its transport system.
	<ul style="list-style-type: none"> 9.1 Develop quality, reliable, sustainable and resilient infrastructure 	The processing of our IBA and APCR, and metals recycling supports innovation in construction materials, avoiding the need to use virgin aggregates, creating lower carbon, sustainable infrastructure, supporting SDG 9, target 9.1.

⁰⁷ Each tonne of waste diverted from landfill to Energy from Waste saves 200kg of CO₂. See here: www.coryenergy.com/carbon-efficiency/less-carbon/



PRIORITY 2 - POWERING LOCAL COMMUNITIES

IN 2018...

EQUIVALENT OF 100,000 HOMES POWERED

from the energy we generated.

100% RENEWABLE ELECTRICITY PROCUREMENT

Cory procured 100% renewable electricity, zero carbon emissions electricity across the whole of the Group backed by the Renewable Energy Guarantee of Origins.

RIVERSIDE ENERGY PARK

was accepted for examination by the Planning Inspectorate.

INCREASED ENERGY EFFICIENCY

Major LED lighting projects were rolled out across our EfW and river logistics facilities. Since 2017, our sites operate an energy-monitoring programme, making use of an online platform that provides improved visibility of real-time energy consumption data.

GREEN FINANCING FRAMEWORK

Independent assurance confirmed that Cory's Green Financing Framework aligned with the stated definitions of both green bonds (within the Green Bond Principles), and green loans (within the Green Loan Principles). Cory will use any bonds and loans to finance projects in four key categories: pollution prevention and control; clean transportation; energy efficiency; and other forms of renewable energy.

UN SDGS - POWERING LOCAL COMMUNITIES

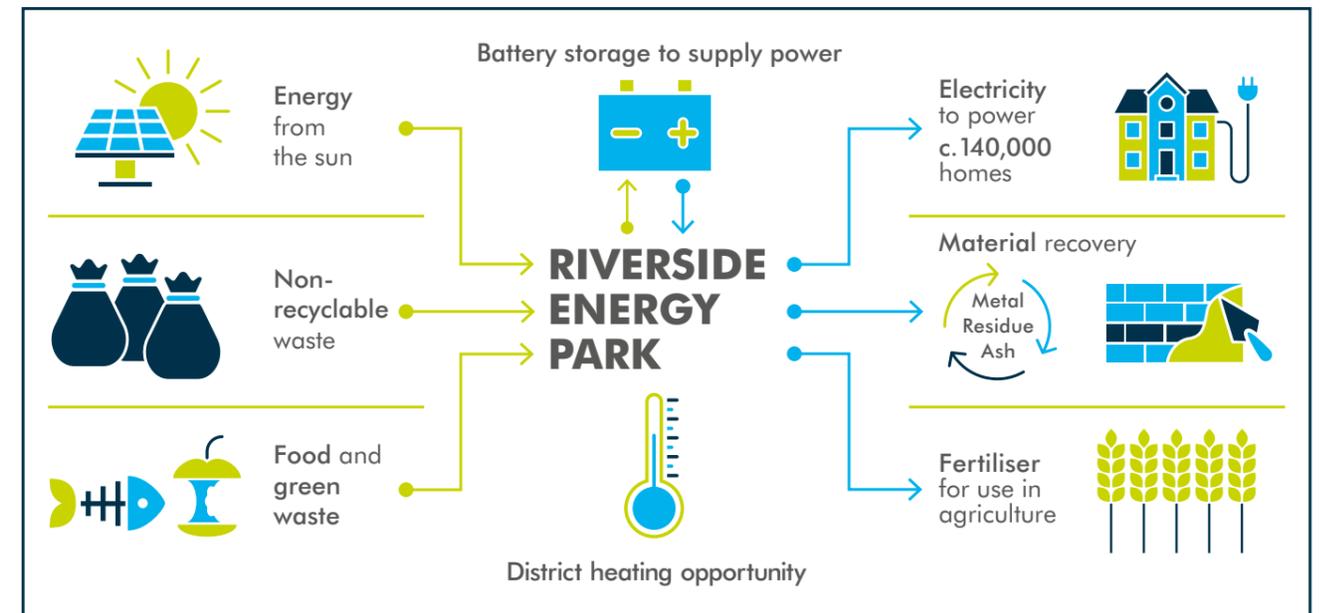
SDG	Target	Description
	<ul style="list-style-type: none"> 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix 7.3 By 2030, double the global rate of improvement in energy efficiency 	<p>Baseload renewable energy is produced in our energy recovery facility helping deliver SDG 7, target 7.2. Our vision to increase our energy and renewable energy generation, using a range of different technologies, will bring more renewable energy generation to the grid. Our plans for district heating will provide lower carbon heat for the community, reducing dependence on natural gas for heating.</p> <p>Our programme of operational efficiency, and the energy efficiency programme will increase our productivity in using energy and other natural resources, supporting SDG target 7.3.</p>
	<ul style="list-style-type: none"> 12.2 sustainable management of natural resources 12.5 substantially reduce waste generation through prevention, reduction, recycling and re-use 	<p>As a result of our resource management and energy generation, carbon savings are made through diverting waste from landfill; the recycling of metals and other aggregate materials supporting SDG 12, target 12.2.</p>

CASE STUDY - RIVERSIDE ENERGY PARK

Our aim is to increase our contribution of electricity generated for the UK from the equivalent of 160,000 to 300,000 homes. In 2018, our proposed new facility Riverside Energy Park (REP) was accepted for examination by the Planning Inspectorate under the Nationally Significant Infrastructure Projects planning process. The plans build upon our existing successful operations and are a response to meeting London's waste treatment capacity gap.

The Riverside Energy Park will provide a local source of baseload renewable/low carbon energy recovered from London's residual waste and provide a means to further reduce carbon emissions associated with waste treatment. Specifically it will:

- Generate up to 96 megawatts of low carbon, predominantly renewable electricity at peak times
- Export enough electricity from the site to power over 140,000 homes
- Divert more of London's waste from landfill or overseas
- Bridge the waste infrastructure gap in London and the South East
- Make sustainable use of the River Thames to reduce road journeys to site
- Create materials that will be turned into road aggregate and other uses in the construction industry, displacing the need for virgin aggregates
- Make a valuable contribution to local employment.





PRIORITY 3 - OUR PEOPLE

IN 2018...

INVESTORS IN PEOPLE

We achieved Investors in People status, which recognises that all of their three key indicators (Leading, Living the Organisation’s Values and Empowering and Involving People) are at a mature level within Cory’s business.

HIGH STAFF RETENTION

Our labour turnover rate is less than 10% of our total workforce of 310 employees. By the end of 2018, 10% of our workforce had over 20 years of service, and 20% had over 10 years of service.

UN SDGS - OUR PEOPLE

SDG	Target	Description
	<ul style="list-style-type: none"> 5.5 ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making 	Our gender pay gap improved in 2018, and we will see it improve further, supporting target 5.5 of SDG 5, and encouraging more women into our industry.
	<ul style="list-style-type: none"> 3.4 Promote mental health and well-being 	Our ‘positively safe’ campaign, focusing on the positive behaviour exhibited by our staff; and our employee awareness programme centred on mental health and well-being, will support SDG 3, target 3.4.

REDUCTION IN OUR GENDER PAY GAP

Mean gender pay gap: 0.24% (2016/17 – 4%); Median gender pay gap: 9.9% (2016/17 – 13%). See www.coryenergy.com/wp-content/uploads/2019/03/Gender-Pay-2017-18-vF-002.pdf for full details

25% OF OUR WORKFORCE COMES FROM OUR APPRENTICESHIP PROGRAMME

In 2018, 5% of our staff were apprentices.

CASE STUDY - APPRENTICESHIPS IN ACTION

Investing in both the current and next generation is paramount to Cory as it ensures our business and industry can continue to develop. One way we do this is through our apprenticeship scheme for our Sustainable Resource Management, Engineering, Lighterage, Welding and Fabrication, and Business Services departments. Our scheme focuses on ensuring Cory’s apprentices ‘learn by doing’ on the job, alongside getting the formal recognition through professional qualifications. The apprenticeship scheme typically recruits five apprenticeships per year, with apprenticeships currently comprising 5% of our workforce. The scheme underlines our commitment to generating social value in the diverse communities we operate as all apprenticeships are recruited locally. Here we feature Asif Malik, who joined our apprenticeship programme in January 2018 as a Data Analyst Apprentice.



Mohammed Asif Malik
Data Analyst Apprentice

Asif was born and raised in Tower Hamlets and had always wanted a career in IT involving data management. Asif learned about Cory’s apprenticeship programme through the National Apprenticeships website, having originally been interested in a business administration position. Through advice from our partners, Tower Hamlet College, Asif realised that he was better suited to a Data Analyst apprenticeship, which led him to his current role with us.

Asif’s work involves using data to deliver business insight to our employees and customers. As part of his apprenticeship, Asif also attends an external 18-month course run by the private training provider QA Limited, where he will qualify as Level 4 Data Analyst. This recognised qualification is transferrable to a wide variety of future applications, including higher level apprenticeships or degrees.

Asif had this to say: “I really enjoy my role within the Cory team. I enjoy the ‘on the job’ element, as well as my time away in the classroom, where I learn the theory behind what I do at work. Each day I can see how the work I do is making a difference as the information I analyse helps the company make operational improvements. My work also integrates into Cory’s operational teams. The monthly reports I prepare for the Local Authorities gives them a snapshot on the latest recycling rates in their Boroughs. Producing reliable recycling data is important as it can help form the evidence for creating a circular economy where we use less waste. I like doing my bit to achieving this, and I know my apprenticeship will open doors for me in the future”.



PRIORITY 4 - BUSINESS INTEGRITY

IN 2018...

IMPROVED OUR ABILITY TO OPERATE SAFELY

through implementation of a positive health and safety culture change programme. See following case study.

EMISSIONS LIMITS MONITORING AND PERFORMANCE

The Environmental Research Group of Kings College London independently monitors air quality around our Riverside EfW facility at eight different monitoring locations. The results from their 2018 study confirmed that the UK Air Quality Strategy objectives were met at all monitoring sites around our facility. Since 2017, we have been adding greater amounts of ammonia to our flue gas treatment process. This has resulted in a 6% reduction in our NOx emissions set point from circa. 180mg/Nm3 (milligrams per cubic nanometre) to 170mg/Nm3. This is significantly below the regulatory emission limit of 200mg/Nm3. Our particulate emissions are so far below the emission limit value (10 mg/m3) that quantitative measurements are very challenging with equipment available. We maintained compliance with daily emissions limits at Riverside EfW facility throughout the year. See Figure 8 below which illustrates our emissions performance.

INCREASED EMPLOYEE AWARENESS AND UNDERSTANDING OF ANTI-BRIBERY AND CORRUPTION (ABAC)

procedures and policies have been updated.

HELD MODERN SLAVERY AND SUPPLY CHAIN WORKSHOPS

To inform staff of actions taken to eliminate modern slavery and human trafficking from our supply chain. We engaged with our supply chain to seek endorsement and alignment with the Modern Slavery Act. Our Modern Slavery statement is published annually on our website. See www.coryenergy.com/wp-content/uploads/2019/02/Modern-Slavery-and-Human-Trafficking-Statement-2018.pdf

UN SDGS - BUSINESS INTEGRITY

SDG	Target	Description
	• 8.8 Protect labour rights and promote safe and secure working environments for all workers	Our commitment to providing full and productive employment to all staff support SDG 8, target 8.8. Our personal data protection, and commitments around business ethics (such as Modern Slavery and Bribery and Corruption) further support SDG 8.
	• 9.1 Develop quality, reliable, sustainable and resilient infrastructure	Our programmes around IT security, financial stability, and supply chain management enable us to maintain, and develop reliable, sustainable and resilient infrastructure, supporting SDG 9, target 9.1.

IT SECURITY AND PERSONAL DATA PROTECTION

We had zero major IT security incidents. We also implemented a GDPR programme across the business to ensure compliance with new GDPR regulations.

RESPONSIBLE TAX PRACTICES

We comply fully with all tax laws and pay all taxes due. An independent assessment on Corporate Criminal Offences were reviewed and recommendations being taken forward.

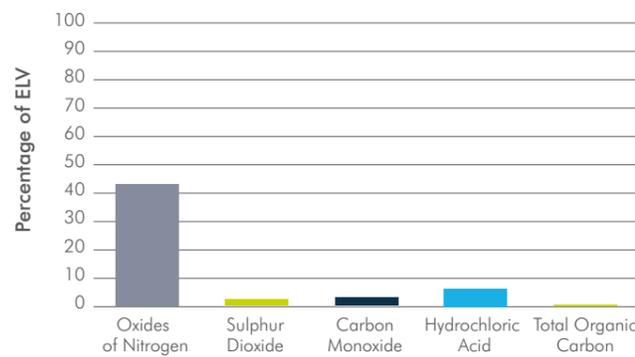


Figure 8 – Riverside EfW Facility's 2018 performance against average half-hourly emissions limits values (ELV). Emissions limits for the regulated pollutants are 100%.

CASE STUDY - POSITIVE HEALTH AND SAFETY

For many years, Cory has had low ill-health and injury rates using the plan-do-check-act model with external certification to OSHAS 18001 and ISO 45001 standards, to which it has been externally certificated for more than a decade. Our health, safety and welfare approach identifies risk, the controls required to eliminate that risk and organisational protocols that ensure that those risk controls are enforced. Our 2018 performance data is included below.

Despite our strong historic performance, we believe we can do better. The business has begun a culture change programme aiming to build upon rather than replace, the strengths of its existing health, safety and well-being programme; and to widen and deepen it to encompass the broader concept of 'wellbeing'.

The change moves the approach from one of being dependent on interventions so as to ensure compliance with management frameworks and procedures, to one of independence that promotes the positives of good safety practices, health and well-being. To drive this transition Cory has developed an approach which is based upon the concepts of 'Positively safe' and 'Challenge4'. Our approach is explained in communications, in training and through a wide range of organisational engagements. 2018 marked the start of this transition where our H&S team began a programme of engagement with 20% of Cory staff, with further engagement with all employees planned in 2019.

Recordable Incident Rate (RIDDOR95)

Year	Cory (Total)	Annual Incident Rate (3+ days)
2016	6	1,736
2017	5	1,371
2018	3	783

*Annual Incident Rate = Total x 100,000 / total number of employees

Table 1 – Cory's recordable incident rate in 2018.

While 'Positively safe' is our strategic aim, 'Challenge4' is how we're going to achieve it. 'Challenge4' involves invoking, embracing, engaging with and improving through challenge. Our commitment to 'Challenge4' highlights that we have accepted the challenge of providing the best standards of well-being for our employees, and those that may be affected by our activities. It seeks to measure safety and health not by the measurement of failure (for example traditional accident and incident rates), but by measuring the achievement of positives (for example the number of risks to ill health eliminated or the number of staff safety engagements that result in positive organisational or behavioural change). 'Positively safe' is not traditional, however, when used openly and honestly, will allow us to understand the causation factors of injury, ill health and wider well-being.

We're embracing the challenge not because this is easy, but because it is hard and will challenge the business to better utilise our skills and expertise.

"It's about challenging everything we do. And then measuring this - preferably, in a positive way. We do not want to rely solely on negative indicators of performance going forward"

Chris Jones,
Director of Risk Management and Compliance

Lost time incident rate (LTIR)

Year	Cory (Total)
2016	0.83
2017	0.94
2018	1.04

*LTIR per 1 million man hours / total number of employees

Table 2 – Cory's lost time incident rate in 2018



PRIORITY 5 - ADVOCACY AND PARTNERSHIPS
IN 2018...

COMMUNITY TOURS TO DEMONSTRATE THE CIRCULAR ECONOMY IN ACTION

250 school children attended monthly tours for schools, colleges and voluntary organisations at our Riverside EfW facility to learn about how we turn London's waste into valuable resources and energy.

PARTNERSHIPS FOR THE RIVER THAMES

Participated in Transport for London's river freight working group, and collaborated with the PLA to assess new cleaner technologies. In association with the Institute of Civil Engineers (ICE), Cory held a forum to consider more effective use of the Thames for transport.

WORK EXPERIENCE WEEKS AND INDUSTRIAL CADETS, RAISING STEM SKILLS

Working with 10 local schools, students from different age groups have completed work experience with Cory, learning skills across management, engineering, health and safety and sustainability.

OVER 500 EDUCATIONAL VISITORS ACROSS ALL OUR SITES

delivering interactive educational experiences, attempting to inspire positive behaviour change for students, community groups, customers and stakeholders. Our visitors spanned from environmental NGOs to political leaders.

UN SDGS - ADVOCACY AND PARTNERSHIPS

SDG	Target	Description
 	<ul style="list-style-type: none"> 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships 	Promoting the use of the River as significant transport infrastructure, in partnership with others; seeking to develop community district heating through a heat network partnership working group; and supporting effective policy on the importance of energy recovery from waste within the waste hierarchy, working towards SDGs 9 and 17.
	<ul style="list-style-type: none"> 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage 	Our advocacy and collaboration programme seeks to ensure the unique role of the River Thames is protected in London supporting SDG 11, target 11.4. It's in our DNA to help support the Port of London Authority goal of having the Thames at its cleanest since the Industrial Revolution, with improved habitats throughout. This can only happen through effective partnerships.
	<ul style="list-style-type: none"> 12.1 implement the 10-year framework of programmes on sustainable consumption and production 12.2 By 2030, achieve the sustainable management and efficient use of natural resources 	Circularity by its very definition means it involves more than one person, one business, one stakeholder, and more than one vision. We recognise that a circular economy is only attainable through the interaction of different stakeholders, coming together to build a better future. Our policy development and advocacy campaigns seek to implement better sustainability outcomes in the areas we operate - and further afield - supporting SDG 12, target 12.1 and 12.2

CONTINUED ATTENDANCE AT THE BELVEDERE COMMUNITY FORUM

engaging with the public to understand what's happening within the local area.

ADVOCATING FOR THE IMPORTANCE OF ENERGY FROM WASTE AND RECYCLING IN A CIRCULAR ECONOMY

through engagement and site tours with universities (University of Reading, University of Northampton), political representatives (House of Commons - Environmental Select Committee, London Assembly Environment Committee), and the media (BBC Unplugged video). In 2018, Cory also partnered with Thames 21, the Zoological Society London and Tideway to recycle over 4,000 discarded plastic bottles collected from the Thames.

CASE STUDY - CROSSNESS PUMPING STATION

Cory supports the survival of the Crossness Pumping Station as an education centre for local children.

Cory has a long-standing commitment to helping the communities and areas in which we operate. This includes the development of the Belvedere Beach, a children's playground situated in the Borough of Bexley which opened in 2017. In 2018, Cory also partnered with Thames 21, the Zoological Society London and Tideway to recycle over 4,000 discarded plastic bottles collected from the Thames.

In 2018 we made a donation of £130,000 to secure the future of the dis-used Crossness Pumping Station as an asset for the local community. The funds have been used to clear the asbestos and ensure that the facility can be used as an education centre for local children, with a particular focus on strengthening their capabilities in the topics of science, technology, engineering and mathematics (STEM) with the aim of inspiring the next generation of engineers and technicians.

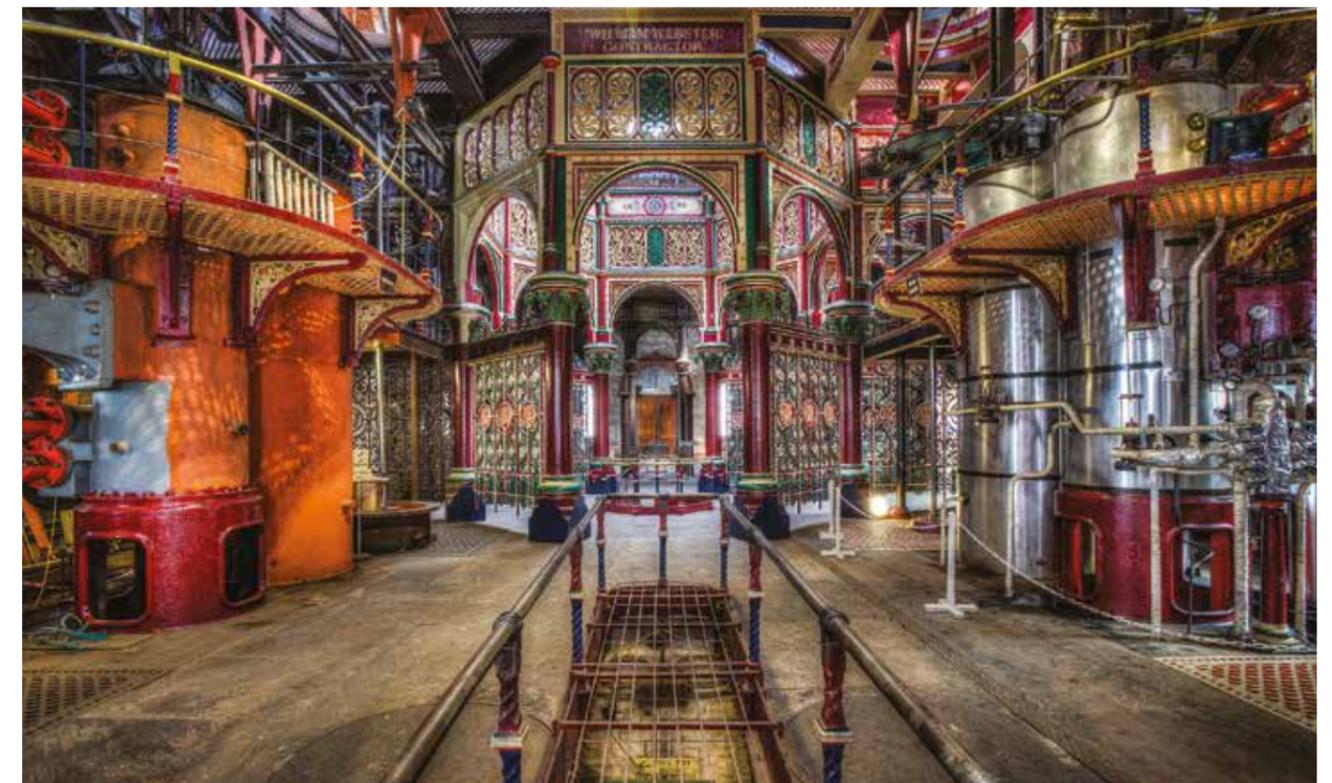
Mike Jones, Company Secretary of the Crossness Trust said: "The discovery of asbestos presented a critical challenge to the Trust. A significant contribution from Thames Water allowed us to start work on dealing with the problem but we knew we did not have the money to complete the task. The donation from Cory came at just the right

time and we can now plan for a full programme of activities in 2019, confident in the fact that the asbestos will have been dealt with".

Also commenting on the donation was London Borough of Bexley's Cabinet Member for Places, Cllr Peter Craske, who said: "Crossness Pumping Station is one of our borough's most treasured heritage sites, its history and the educational value bring so much to so many. Cory's help to keep it open is beyond generous and we are extremely grateful for their much-needed support."



Crossness team



Crossness pumping station



Our performance scorecard and future plans

The performance scorecard shows our five strategic sustainability priorities, and how our progress will be measured (where appropriate with indicators and targets) to address each of the priority areas. It describes our future plans and their relevance to the UN Sustainable Development goals and targets. Following the scorecard we state our intended actions for delivering our strategy in 2019 and beyond.



RESOURCE MANAGEMENT AND RECOVERY

DELIVERING LONDON'S CIRCULAR ECONOMY

Theme description	Indicator/ performance metrics	Target/Action area	Timeframe	SDG goal (and target)
Intelligently using London's waste to produce valuable by-products for construction	Waste prevented from going to landfill or exported.	An overall 2.5% increase in waste processed at Riverside EfW.	2019	 (12.2 and 12.5)
	Amount of IBA, APCR and metals produced.	An overall 2.5% increase in waste processed at Riverside EfW.	2019	
	Resource processing and handling capacity.	Increase resource management capacity by processing 655,000 tonnes at the proposed Riverside Energy Park.	2024	
Recycled materials at Western Riverside MRF	Volumes of recyclable material (i.e. paper, cardboard, cans, plastic) processed and segregated.	70,000 tonnes of recyclable material processed annually.	2019	

GREENER RIVER LOGISTICS

Achieve a reduction in fuel use and overall emissions per tonne of material transported	Fuel efficiency of river operation per tonne of material transported.	Install emissions and fuel efficiency monitoring technology.	2019	 (13.2)
	Emissions intensity of river operation.	Trial new cleaner fuels in the tugs. Measured reduction in fuel use per tonne of material transported.	2019	



POWERING LOCAL COMMUNITIES

OPERATING EFFICIENTLY TO MAXIMISE LOW CARBON POWER AND HEAT DISTRIBUTION

Theme description	Indicator/ performance metrics	Target/Action area	Timeframe	SDG goal (and target)
Increase the amount of energy generated	Total energy generation (MWh).	An overall 2.5% increase in energy generation from Riverside EfW.	2020	 (7.2)
	Total renewable energy generation (MWh).	Maintain R1 status for high-efficiency long term into the future	2019	

ENERGY EFFICIENCY PROGRAMME

Reduce energy demand through investment in energy efficiency and behaviour change campaigns.	Total GHG (tCO ₂ equiv.) saved annually from energy efficiency measures.	Implementation of energy-efficiency projects at key sites.	2020	 (7.3)
		Implementation of an externally certified ISO 50001 Energy Management system across the business to systemise our approach to energy efficiency.	2019	

INCREASE OUR ENERGY GENERATION CAPACITY IN LONDON

Riverside Energy Park and our plans for the future – energy recovery, battery storage, anaerobic digestion and solar power.	Develop proposed Riverside Energy Park utilising energy recovery, battery storage, anaerobic digestion and solar power technologies.	Generate enough electricity to power the equivalent of 300,000 homes across both facilities combined.	2024	 (7.2)
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HEAT NETWORK INFRASTRUCTURE

Provision of heat from Riverside to local residents in Bexley through district heating.	Activities undertaken to support heat networks in Bexley.	Contribute to the Bexley's Energy Masterplan, and engage with Bexley, the GLA, Peabody Homes, and Ramboll on the heating scheme working group.	2019	 (7.2)
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07 The R1 formula calculates the energy efficiency of the municipal solid waste incinerator and expresses it as a factor. This is based on the total energy produced by the plant as a proportion of the energy of the fuel (both traditional fuels and waste) which is incinerated in the plant. It can only be considered recovery if the value of this factor is above a certain threshold.



BUSINESS INTEGRITY

POSITIVE HEALTH, SAFETY AND WELL-BEING

Theme description	Indicator/ performance metrics	Target/Action area	Timeframe	SDG goal (and target)
Create an empowered, proactive health and safe organisation that concentrates and measures actions which positively improve safety.	Uptake of measures that focus on positively improving safety across the organisation.	Continuation of positive safety culture change programme through training and through a wide range of organisational engagements. Develop a set of targets to monitor 'positive' behaviour in staff.	2020	 (8.8)
Take action to raise awareness among all staff and ultimately improve mental health.	Number of staff that have completed a mental health survey.	Run a positive mental health engagement programme across the organisation, reaching all staff.	2020	 (3.4)

ENVIRONMENTAL PROTECTION

Prevent pollution and reduce emissions.	Percentage compliance with daily emissions limits.	Continue NOx emissions control set point of 170 mg/NM ³ .	2019	 (13.2)
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ANTI-BRIBERY AND CORRUPTION

Raise awareness with employees regarding the requirements of the Bribery Act 2010 and how to practically apply it.	Measured increase in awareness of the anti-bribery and corruption policy and procedures throughout organisation.	Roll out an anti-bribery and corruption online training programme to all staff.	2019	 (8.8)
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BUSINESS INTEGRITY

MODERN SLAVERY

Theme description	Indicator/ performance metrics	Target/Action area	Timeframe	SDG goal (and target)
Evaluate the risks of modern slavery and human trafficking within our supply chain.	Measured increased employee awareness of modern slavery.	Train our employees to identify modern slavery and human trafficking, raise issues and take suitable action to help eliminate these practices.	2020	 (8.8)
	Percentage of suppliers demonstrate compliance with the Act.	Audit highest risk suppliers for compliance with Act.	2019	

SUPPLY CHAIN MANAGEMENT

Give preference to products and services with the greatest environmental and circular-economy benefits.	Development of policy and procedures to support effective supply chain management.	Develop sustainable procurement policy and procedures and communicate to business.	2020	 (8.8)
		Incorporate life-cycle cost analysis (LCCA) where possible in procurement decisions for major energy consuming plant and equipment.	2020	
Maximise the reliability and availability of company assets and supply chain.	Measured improvement in maintenance of equipment to deliver greater uptime and extend asset life.	Consolidation of stock management processes to allow the efficient procurement of materials.	2020	 (9.1)
	Identification of any poorly performing equipment to allow decisions to be made for remedial action.	Deployment of an enterprise asset management (EAM) system across the business.	2019	

BUSINESS INTEGRITY

RESPONSIBLE TAX PRACTICES AND FINANCIAL SUSTAINABILITY

Theme description	Indicator/ performance metrics	Target/Action area	Timeframe	SDG goal (and target)
Maintain our low risk status with HMRC.	None	Take forward external recommendations around Corporate Criminal Offences Assessment.	2019	 (8.8)

IT SECURITY AND BUSINESS CONTINUITY

Ensure functioning critical and confidential information and assets.	Total IT service disruption hours.	Minimum business impact in the event of IT service disruption or change.	2019	 (9.1)
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OUR PEOPLE

STAFF RECRUITMENT AND RETENTION

Theme description	Indicator/ performance metrics	Target/Action area	Timeframe	SDG goal (and target)
Recruit and develop an engaged and competent workforce through full and productive employment.	Employment KPIs - staff retention rates, length of service etc.	Undertake a staff employee engagement campaign.	2019	 (8.8)

SKILLS, TRAINING AND APPRENTICESHIPS

Provide training to staff and site teams, to ensure individuals are equipped to do the range of jobs the business needs.	Continued external certification of our competency management system (CMS).	Expanding the scope of the CMS to capture more operative roles.	2020	 (8.8)
	Continued certification as an Investors in People company.	Increase total number of apprenticeships to between 5-10%.		
	Percentage of apprentices employed across the business.			

DIVERSITY METRICS IN OUR WORKFORCE

Create a working environment so that all individuals can work to their full potential, regardless of age, gender or ethnicity.	Percentage of women in our workforce.	Ensure that our careers events are targeted at all local schools to enable young women and men to consider STEM subjects as a career path.	2019	 (5.5)
	Mean and median percentage gender pay gap.	Quarterly gender pay gap monitoring.		
		Capture data on diversity.	2019	
		Develop a diversity programme.	2020	



ADVOCACY AND PARTNERSHIPS

COMMUNITY ENGAGEMENT/PARTNERSHIPS TO DELIVER CHANGE

Theme description	Indicator/ performance metrics	Target/Action area	Timeframe	SDG goal (and target)
Promote STEM skills. Engagement with internal and external stakeholders on circular economy and energy generation for London and nationally.	Number of school children to receive Cory circular economy workshop.	Target of over 200 students to attend our STEM based circular economy workshops, increasing STEM awareness in the community.	2019	 (11.4)
	Number of careers forums and environmental themed events held.	Coordinate and deliver an Environmental activity themed day for school children in the Borough of Bexley.	2019	

ACTIVE PARTICIPATION IN POLICY DEVELOPMENT

Engage with internal and external stakeholders on circular economy and energy generation for London and nationally.	Measure and increase our advocacy and partnerships.	Raise awareness of the circular economy.	2019	 (17.17)
		Continue to run and participate in forums on waste, energy and transport policy development.	2019	
		Host sustainable development forum(s) with a range of stakeholders, focused on sustainability and improving our assessment of materiality with external stakeholders.	2019	
		Independent scrutiny of our sustainable business strategy and performance through GRESB infrastructure asset assessment disclosure.	2019	

IN 2019, WE INTEND TO FURTHER DEVELOP OUR APPROACH TO SUSTAINABILITY THROUGH THE FOLLOWING LIST OF ACTIONS

Action area	Timeframe
Resource management and recovery <ul style="list-style-type: none"> • 2.5% increase in waste processed by transfer stations and Riverside EfW • Expand our Tilbury site to process more materials 	All 2019
Powering local communities <ul style="list-style-type: none"> • 2.5% increase in energy generated by Riverside EfW • Expand the scope of our Integrated Management System to encompass ISO 50001 energy management standard • Develop 'Energy Roadmap' to increase energy efficiency across all operations • Engage with all relevant stakeholders to make district heating a reality in Bexley 	2020 2019 2019 2019
Clean transportation <ul style="list-style-type: none"> • Install emissions and fuel efficiency monitoring technology • Trial new cleaner fuels in the tugs 	All 2019
Positive health and safety <ul style="list-style-type: none"> • Continuation of safety culture change programme • Run a positive mental health engagement programme across the organisation, reaching all staff • Develop a set of targets to monitor 'positive' behaviour in staff 	All 2019
Bribery and corruption: <ul style="list-style-type: none"> • Roll out an anti-bribery and corruption online training programme across business 	All staff by end 2019
Modern slavery: <ul style="list-style-type: none"> • Continue to identify and evaluate the risks of modern slavery and human trafficking within our business and supply chain • Audit our suppliers who work in industries that are most exposed to the risk of modern slavery and human trafficking. For example, our cleaning companies, clothing supply companies, and suppliers based outside the UK • Continuing to check that our suppliers have a modern slavery statement demonstrating a clear commitment to eliminating modern slavery and human trafficking. Suppliers who do not meet this requirement must otherwise give evidence of their commitment by completing our modern slavery questionnaire 	Ongoing At least 3 per year Ongoing

IN 2019, WE INTEND TO FURTHER DEVELOP OUR APPROACH TO SUSTAINABILITY THROUGH THE FOLLOWING LIST OF ACTIONS:

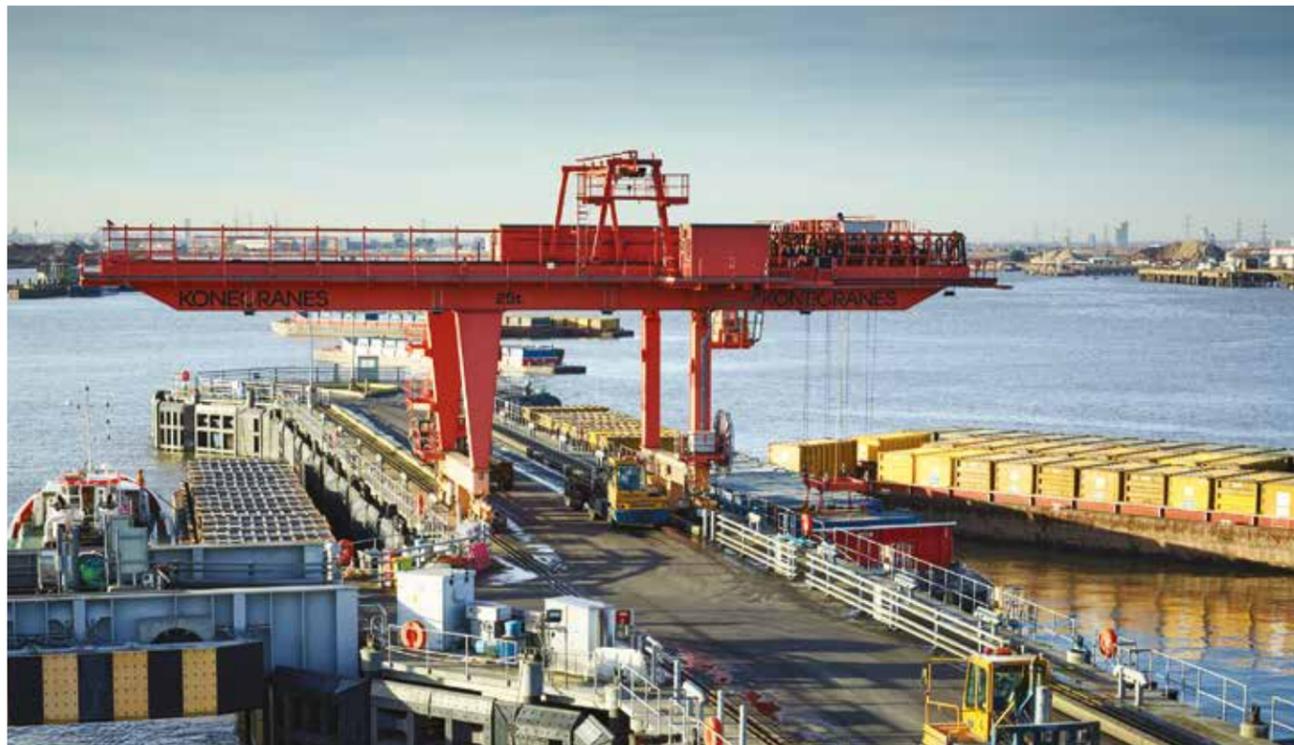
Action area	Timeframe
<p>Modern slavery:</p> <ul style="list-style-type: none"> •Updating our contractor induction documents to inform contractors about the risk of modern slavery and human trafficking and to explain how they can act to help eliminate this risk •Training our employees to identify modern slavery and human trafficking, raise issues and take suitable action to help eliminate these practices 	All 2019
<p>Supply chain management:</p> <ul style="list-style-type: none"> •Develop / redraft procurement policy and procedures – communicate to business •Review our top 20 suppliers and determine whether we can be contracting more efficiently and effectively •Require modern slavery statements of compliance prior to engagement (see above) •Measure the environmental impact of our supply chain 	All 2019
<p>Tax evasion / CCO:</p> <ul style="list-style-type: none"> •Adopt, implement and communicate a Corporate Criminal Offences Policy, and increase business awareness 	2019
<p>Community engagement and collaboration:</p> <ul style="list-style-type: none"> •Collaborate with Crossness Trust on an educational programme •Development of a Circular Economy themed activity day in the London Borough of Bexley •Development of CRE Circular Economy Workshop programme, with a target of over 100 students to attend •Collaboration with local schools on video material around waste and the circular economy •Additional Career Advisors Event to promote the River Thames •Partnership with Centre Point employment centre to offer opportunities to young people who are trying to find employment 	All 2019
<p>Advocacy and partnerships</p> <ul style="list-style-type: none"> •Host a sustainable development forum with internal and external representatives to drive sustainability outcomes •Align our Sustainability Strategy with the key objectives that support the UN SDGs •Welcome 500 people on educational tours across our sites 	All 2019



Appendix

LIST OF STAKEHOLDERS WE ENGAGED WITH IN 2018 ON MATERIAL ISSUES THAT INFLUENCE OUR SUSTAINABLE BUSINESS STRATEGY

Bedonwell Junior School in partnership with Bexley Council	Local authority and commercial customers
Belvedere Community Forum	London Assembly Environment Committee, GLA
Beths Grammar School for Boys	London First
Blackfen School for Girls in partnership with Bexley Council River Thames	LSEC College
Confederation of British Industry	National Infrastructure Commission
DEFRA	Orchard Primary School in partnership with Bexley Council
Environment Agency	Port of London Authority
Environmental Services Association	Ravensbourne College
Environmental Industries Commission	Riverside Energy Park
Essex Chemistry at Work Essex	Sid and Chis Grammar Schools
George Green Secondary School Tower Hamlet	Sidcup Rotary Club
House of Commons Environmental Audit Committee	Swan Housing
HM Treasury	Thames 21
Industrial Cadets	Tideway London
Institute of Civil Engineers	Townley Grammar School for Girls
Learning Skills Employment Board Bexley Council	Trinity Secondary School
	Thames Skills Academy
	Westminster Energy Forum



GLOSSARY

APCR

Air pollution control residue – residue from treatment of exhaust gas from energy recovery.

Biogenic waste

Waste from biological material from living or recently living organisms.

CHP

Combined Heat and Power (CHP) – is the use of a heat engine or a power station simultaneously to generate both electricity and useful heat.

Fossil waste

Material within the waste stream that has come from sources such as coal, oil and natural gas which have been locked underground for millions of years.

IBA

Incinerator bottom ash - ash that is left over after waste is burnt in an incinerator.

MWh

Megawatt hour – a measure of electrical energy equivalent to a power consumption of one million watts for one hour.

R1 Status

The definition in the revised Waste Framework Directive for a 'recovery' operation. For municipal waste incinerators this is based on a calculation of a plant's efficiency in converting tonnages of municipal waste to energy.

Residual waste

Residual waste is waste that cannot be recycled for economic, environmental or practical reasons.

Waste Hierarchy

In an ideal world all waste would be prevented. In reality, for a range of social, economic and practical reasons, this does not happen. Where waste does exist it is usually best to reuse it if possible, and if not, to recycle it. What can't be recycled, the residual waste, could either go to energy recovery or as a last resort, landfill. This general order of preference is known as the waste hierarchy.

CREDITS

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We welcome feedback on this report, please email info@coryenergy.com with your comments.

LEGAL STATEMENT

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- Riverside Resource Recovery Limited.
Registered company number 3723386;
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- Riverside Energy Park Limited.
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