



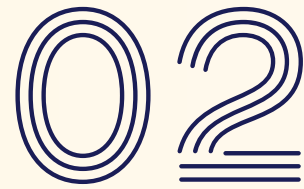
Sustainability report

2023

Contents

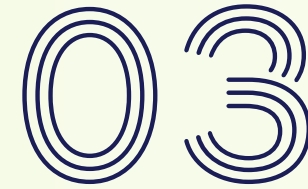


Introduction



People

- Keeping our people safe
- Engaging our people
- Positively impacting society



Planet

- Going beyond net zero carbon
- Enhancing and supporting nature
- Using less and reusing more



Profit

- Growing our business
- Improving our profitability
- Investing in our future



Performance data



Foreword

This report describes a significant year for SUEZ recycling and recovery UK with both progress across our triple bottom line and clarity over our future ownership – 2023 was our first full year reintegrated within the global SUEZ Group.

Despite the weakness of the UK economy, high inflation and volatility in commodities markets, our business performed strongly. The valuable gains we made benefitted people, the planet and profit.

6,000+ EMPLOYEES

£1.03 BILLION
TURNOVER

£2.7 BILLION
SOCIAL VALUE CREATED
£2.06 created for every £1 spent

1,992,690 TCO₂E
OF AVOIDED EMISSIONS

People

Safety comes first. We achieved significant reductions in our key indicators for incident rates – 38% for reportable injuries and severity rate, and 41% for our frequency rate. New initiatives, such as situational risk awareness training, are reinforcing our strong safety culture.

By more than doubling the training courses delivered in 2023, we are realising our ambition to be a learning organisation. Total training hours exceeded 77,300.

With our wellbeing programme and inclusion and diversity networks now well established, the collaborative and supportive work environment we are nurturing makes SUEZ a great place to work. Independent surveys again confirmed our employees' high levels of engagement. Their commitment is also reflected in the 5,800+ hours they volunteered for good causes and the £219,400 we raised for charity. Overall, there was a 36% increase in the funds channelled to community projects through the company and its trusts, which topped £5 million.

Planet

We sent more than eight million tonnes of waste for treatment in 2023. Together, re-use, recycling and energy recovery accounted for 83% – up from 81% in 2022. While creating value by keeping materials in use for longer and generating energy from our customers' residual waste, we also improved our environmental performance, sustaining an excellent record of compliance.

That value included 1.67 million megawatt hours of electricity – enough to power around 515,000 homes. We also produced over 343,000 megawatt hours of thermal energy for industrial use, and quadrupled the solar and wind power generated at our sites.

SUEZ is championing re-use as a pillar of a resource-efficient, circular economy. More than half a million items were sold through the re-use shops we operate – a new record. In annual tonnage terms, we moved 36% more up the waste hierarchy.

We continue to refine how we measure and manage our carbon footprint, and have screened our Scope 3 emissions to inform our reduction strategy to achieve net zero by 2040. This wider measurement, changes in methodology and factors such as higher transport fuel consumption by a growing business contributed to an increase in carbon intensity. Taking into account the emissions avoided on behalf of our customers through our services, we saved the equivalent of 1.36 tonnes of carbon for every tonne of waste handled – an important benchmark of our overall carbon performance.

Meanwhile, at a site level, our sustainability champions instigated hundreds of measures to enhance the local environment and sustainability, protect nature and create positive social impact.



Profit

In a challenging economic environment, we grew our turnover by 3% to £1,037 million. Our commercial customer base expanded to just shy of 32,500 and there were some notable local authority contract mobilisations and extensions, securing long-term growth.

Towards the end of the year, the acquisitions of Devon Contract Waste (DCW) and F&R Cawley (Cawleys) expanded our service offering to commercial and industrial customers in the south-west region and north of London. We also entered the burgeoning market for lithium-ion battery reprocessing.

We are improving customer service. Satisfaction scores rose again in 2023. Meanwhile, we overhauled our procurement policy to promote sustainability and increased investment in our infrastructure, research and development by 13% to more than £25 million.

A question of value

As a company committed to the triple bottom line, we measure the value we generate beyond financial profit. Having pioneered this concept of social value in our sector, we evaluate our social, environmental and economic impacts.

Total social value generated in 2023 exceeded £2.7 billion – an increase of almost 4.5% on the year before. Pushing that social contribution beyond £3 billion is one of our nine strategic goals for the triple bottom line set out in this report.

As we further embed sustainability in our business, we will continue to be guided by these goals and by the SUEZ Group's sustainable development roadmap. I look forward to working closely with our dedicated people, customers and government at all levels to enable the profound change required to address the environmental and societal challenges we face in the UK.



John Scanlon

Chief Executive Officer
SUEZ recycling and recovery UK

1,672,348 MEGAWATT
HOURS
of electricity generated

£5.2 MILLION
DONATED OR INVESTED
in local communities across the UK

86% CUSTOMER
SATISFACTION SCORE

£1.12+ MILLION
SPENT
with voluntary, community
and social enterprises

9,665 TREES PLANTED
ON SUEZ SITES

6.7 MILLION TONNES
DIVERTED FROM LANDFILL
for re-use, recycling or recovery

5,838 HOURS
OF VOLUNTARY WORK
by SUEZ employees with local associations and causes

£25.7 MILLION
INVESTED
in facilities, research and development



Triple bottom line highlights

People

- + **Increasing our workforce by 10%**, providing over 6,400 jobs†.
- + Strong safety performance – **38% reductions in RIDDOR and severity rates, 41% in frequency rate.**
- + **Over 560 employees completed Situational Awareness training**, boosting pre-emptive hazard reporting.
- + **£2 million investment in fire protection** committed annually from 2024 and training introduced to contain battery fires.
- + Consistently high levels of employee engagement, **eight points above the external benchmark.**
- + Training courses doubled as **learning exceeded 77,300 hours.**
- + **More women in management positions** (now 28%).
- + **50+ apprentices** joined growing programme.
- + Employees volunteered **more than 5,800 hours and raised £219,400 for charity.**
- + Total funding to community projects and good causes **exceeded £5 million.**
- + **£2.7 billion of social value** generated.

Planet

- + More than eight million tonnes sent for treatment – **83% for re-use, recycling or energy recovery.**
- + Half a million items sold for re-use – **a 36% increase to 4,100 tonnes.**
- + **Improved environmental performance** and sustained excellence in compliance (98.6% of sites in compliance bands A and B).
- + Increase in electricity generation to **more than 1.67 million megawatt hours.**
- + **Completed first screening** of Scope 3 carbon emissions.
- + **1.36 tonnes of carbon dioxide equivalent (tCO_{2e})** avoided for every tonne of carbon emitted.
- + Actions to enhance biodiversity across our sites **numbered over 290.**
- + **SUEZ thought leaders promoted resource efficiency**, circular economy and re-use through 17 webinars and the production of four reports.

Profit

- + **Turnover up 3%** to almost £1.04 billion.
- + Commercial customer base **expanded to just shy of 32,500.**
- + **Over 10.3 million households served** – 36% of UK total.
- + Customer satisfaction rose again, **to a score of 86%.**
- + New procurement policy launched to **boost sustainability through our supply chain.**
- + Investment in infrastructure, research and development **up 13% to over £25 million.**
- + **Over £406 million spent with small and medium-sized enterprises**, including over £1 million with social enterprises.

† Including new business acquisitions and mobilised municipal contracts

Introduction

For SUEZ recycling and recovery UK, sustainability is the only business case. In all our activities, we strive to balance the interests of people, the planet and profit.

This triple bottom line approach shapes our strategy, how we measure our performance and the structure of this report.



Purpose and principles

Our purpose – building a sustainable future that doesn't cost the earth – is clear, but not simple to achieve. We must review and refine our strategy in light of the evolving needs of our customers, employees, markets and regulation, while maintaining alignment with the SUEZ Group sustainable development roadmap and meeting our nine strategic goals.

Our UK business today is radically different from the waste management company, founded in 1988. Over recent decades, we transformed our business model to divert waste from landfill through recycling, energy recovery, manufacturing alternative fuels, composting and waste wood processing, among other diverse activities.

That model continues to evolve. Our focus is on retaining more value and increasing resource efficiency by shifting waste up the hierarchy – from energy recovery to recycling, and from recycling to repair and re-use. We are striving to improve capture rates and find solutions for materials that are hard to recycle. Landfill is the destination of last resort for our customers' residual waste as we recover energy ever more efficiently through our fleet of energy-from-waste facilities and other state-of-the-art facilities operated by our partners.

SUEZ Group

The SUEZ Group provides water, waste and resource management solutions to millions of people and businesses worldwide.

Its [sustainable development roadmap 2023-2027](#) lays down ambitious objectives for combatting climate change, preserving biodiversity and for corporate social responsibility. Among other commitments, these include reducing greenhouse gas emissions by 39% in its water business and by 26% across all waste operations by 2030. The Group also aims to increase the share of electricity consumption from renewable sources – to 70% globally and 100% in Europe by 2030, while achieving electricity self-sufficiency.

This approach and the Group's progress received a [double endorsement from independent assessors](#) in 2023. EcoVadis, which monitors the sustainability of global supply chains, awarded its gold medal for the Group's approach to the environment, human rights, ethics and sustainable procurement. This was followed by an A-rating from the international non-profit organisation, [CDP](#). Its global benchmark was achieved in two categories: climate strategy and actions, and water management to preserve this natural resource.

As part of the SUEZ Group, our UK business also has access to world-leading expertise and research and development, as well as the financial backing of a global corporation at the heart of the circular economy.



UK gold

EcoVadis, which has rated more than 100,000 companies, takes into account 21 criteria in its corporate sustainability assessments across environment, human rights, procurement and ethics.

In 2023, SUEZ recycling and recovery UK was assessed in its own right for the first time. Our company [achieved its own gold medal rating](#), awarded for advanced sustainability performance. The score 72 out of 100 puts our business within the top 3% of companies in the materials recovery industry.

Building a sustainable future that doesn't cost the earth



Our strategic goals

Our ambitions for the triple bottom line are set out in nine strategic goals for 2030 – three each covering people, planet and profit.

Encompassing social, environmental and economic sustainability, these goals align with the Group's sustainable development roadmap, our five-year medium-term plan for the UK business and our longer-term strategy.

Clear and simple statements of what we are trying to achieve, the goals are meaningful and relevant to the daily reality of our jobs. They keep in focus how each person can contribute to the overall impact and performance of the company.

People

Keeping our people safe

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

Engaging our people

Improve employee engagement, achieving a survey response rate over the group average and maintaining our reputation as a top large company to work for.

Positively impacting society

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

Planet

Going beyond net zero carbon

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

Enhancing and supporting nature

Continue to improve biodiversity across all our sites each year.

Using less and reusing more

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

Profit

Growing our business

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

Improving our profitability

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

Investing in our future

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

The following chapters of this report set out these goals for people, planet and profit, and outline our performance during 2023.

People

As an employer, we are responsible for more than 6,000 people carrying out a wide range of frontline and support activities.

Keeping people safe is the company's first priority and we take a holistic approach to our people's wellbeing, recognising that emotional, mental and physical wellbeing are intrinsically linked and can impact safety.



Our people-focused strategic goals concern safety, levels of engagement and our wider impact on the communities we serve. Being highly engaged benefits employees and their wellbeing as well as the company and our customers. In turn, we can make a greater contribution through our business activities to society.

Our three people-related strategic goals are:

Keeping our people safe

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

Engaging our people

Improve employee engagement, achieving a survey response rate over the group average and maintaining our reputation as a top large company to work for.

Positively impacting society

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

Our values

We share four core values that guide us in our work and promote collaboration:

Commitment to the environment

We preserve, restore and protect our planet.
We act to reduce, reuse, recycle and recover resources.

Team spirit

Together, we work, we collaborate, we problem solve, we support, we encourage and we celebrate.

Respect

We care, we can be our authentic selves, we're compassionate, we're ethical and we're honest.
We act to keep everyone safe and well.

Customer focus

We're dedicated, focused and creative.
We innovate, we advocate and we collaborate with our customers for the environment.



Keeping our people safe

Sending everyone home safe at the end of the day is our overriding priority. To promote a safety-first culture, we have developed over the years our industry-leading Safety in Mind programme. This behavioural change initiative is underpinned by health and safety systems and procedures, training and risk awareness campaigns.

Our holistic approach also addresses occupational health and our people's wellbeing. From mental health to inclusion and diversity, the positive impacts also make for greater employee engagement.

Health and safety performance

The year was marked by a strong safety performance with reductions achieved across our key indicators.

There was a 38% fall in incidents reportable to the authorities under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) and in the severity rate. The severity rate indicator reflects the number of days taken off work due to injury – 1,130 in 2023 compared with 1,794 the year before. Analysis of the frequency of all incidents showed an even greater reduction of 41%.

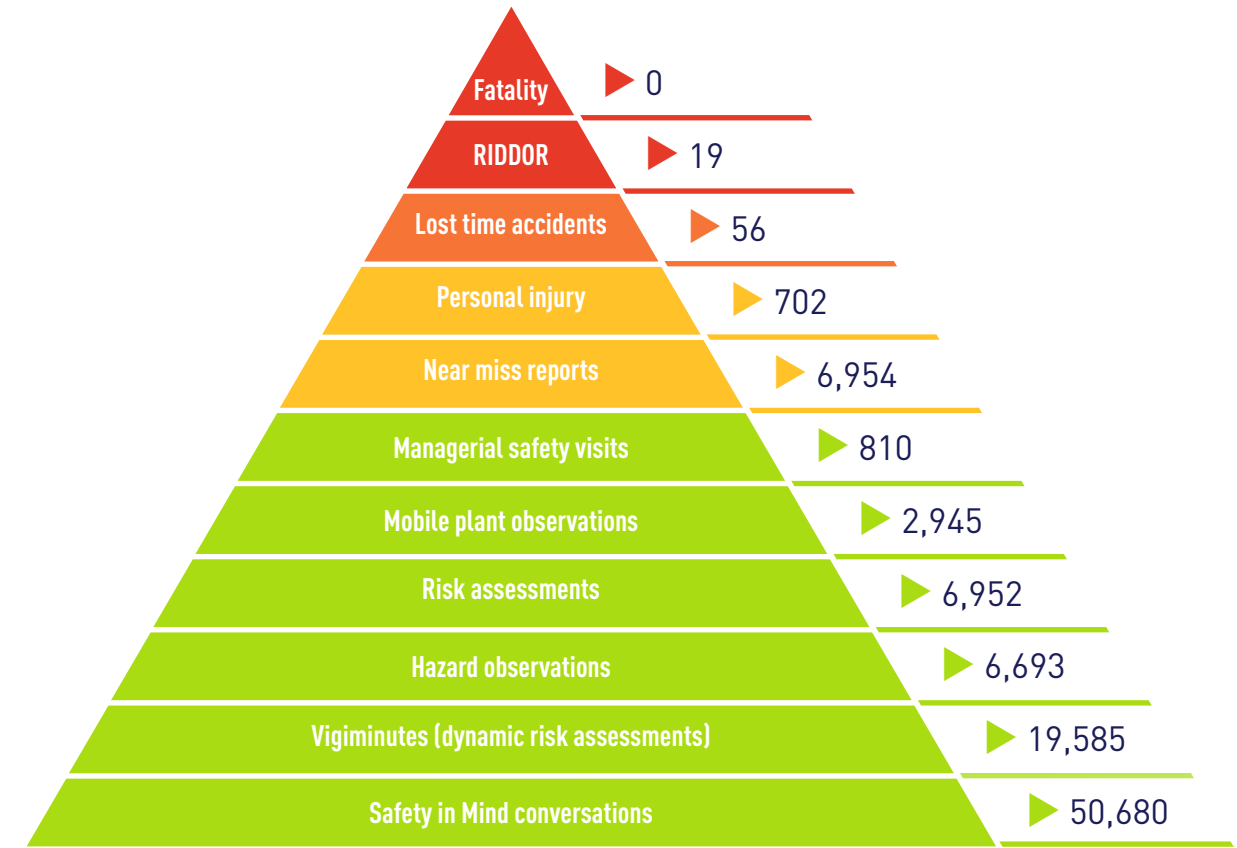
These statistics reflect our ongoing efforts to reinforce the SUEZ safety culture.

We recorded increased numbers of Safety in Mind conversations (up 18% to 50,680), ‘Vigiminute’ dynamic risk assessments (+30%) and safety-focused site visits by managers (+40%).

We encourage employees to report near misses. A fall in the annual total of near misses reported is offset by pre-emptive identification of hazards, now reported separately. Our situational awareness campaign – highlighting potential hazards in various scenarios – ran throughout the year following its launch in 2022. Potential hazards reported rose sharply to 6,693 – a 39% increase.

Other factors contributing to our strong performance included an improved process for reviewing incidents and investigating their root causes, and better case management so that those injured benefit from rehabilitation and transitional work duties. Meanwhile, the certification of our safety management system to the international ISO 45001 standard was maintained.

However, our industry faces another safety risk that is on the increase – fires in waste management vehicles and facilities, mainly caused by lithium-ion batteries incorrectly disposed of in general waste or mixed recycling. In 2023, there were 830 incidents at our facilities (including identification of and actions to remove flammable materials, as well as actual fires) – a 31% increase, though fortunately none caused injury or significant damage. The company has committed £2 million in 2024 for new fire protection systems along with fire containment training to counter this threat. We will spend the same or more in future years. We are also working to prevent batteries contaminating waste streams through education and upstream segregation.



41% REDUCTION
in frequency rate

38% REDUCTION
in RIDDOR rate

50,680 SAFETY IN MIND CONVERSATIONS



Helping our customers

Our people help customers improve safety as well as minimise waste.

Flammable materials form part of the waste stream of Hamble Aerostructures, a manufacturer supplying the civil and military aviation markets. To promote the safe handling of this hazardous waste, we devised a tailored training programme. This covered reduction at source, compliance with regulations and best practice, segregation and efficiency.

In addition to improving waste segregation and reducing the potential risk of fire, the Southampton-based company was able to halve its use of hazardous waste containers from 24 to 12 per week. Total waste dropped by 43 tonnes, generating major cost savings and reducing the carbon emissions associated with waste disposal.





Promoting wellbeing

Our people identified eight different aspects of wellbeing as priorities when we drew up our Wellness for All charter in 2019. We update our programme of wellbeing activities and initiatives each year to tailor support based on employee feedback. This support ranges from webinars and roadshows to training and awareness campaigns around mental health and psychological safety. It includes sharing sessions and one-to-one appointments with experts in areas such as parenting, the menopause and addiction.

The now annual wellbeing roadshow visited seven company locations in 2023, sharing information and advice. Eighty-four colleagues also took the opportunity for a personal health check, receiving instant results on blood pressure, cholesterol, body mass index and diabetes. Over the year, more than 1,400 employees underwent surveillance health checks.

Regular Wellness for All webinars attracted 925 attendees to hear guest speakers talk about topics including wellbeing, mental wellness, parenting skills and menopause. More than 1,750 colleagues underwent training to combat unconscious bias.

Much of our efforts continue to be devoted to promoting mental health and resilience. Over the year, a further 170 employees completed a first aid for mental health awareness course. Level 2 training is now mandatory for everyone managing people – 55 managers completed this in 2023 and the rollout will continue through 2024.

170 PEOPLE
completed the **First Aid for Mental Health Awareness** training course

Easing access to healthcare

You@SUEZ is a portal to rewards and benefits for employees. As well as discounts from high-street and online retailers, the wellbeing resources it offers are extensive and growing. Anyone can sign up to the WeCare service to access online GP appointments, including out-of-hours and counselling services.

Two new healthcare resources were added in 2023. Toothfairy is a smart dental app, offering a range of free and paid-for dental advice and services. To support mental wellbeing, the myStrength app provides free access to personalised resources for employees and their families.



Engaging our people

We want to be a company that people want to work for and where they feel valued.

We invest in the development and training of employees and prioritise their safety and wellbeing. Also, we strive to involve people and make the workplace inclusive, so everyone feels they belong. This sense of shared purpose is reinforced as we work together to protect the environment, create a more circular economy and give back to local communities.

Our people do feel engaged. Regular ‘pulse’ surveys of employee opinion over the year returned an average engagement score of 65 – eight points above the benchmark for large companies, according to expert consultants Opensquare. Our response rate was also above the average for the SUEZ Group. We will continue to track and strive to boost engagement levels.

Our workforce grew by 15% in 2023 to a total of 6,400 people at the start of 2024, including 355 who transferred following contract wins. Over 300 new colleagues† were also welcomed following the acquisition of two commercial waste companies, Devon Contract Waste (DCW) and F&R Cawley (Cawleys).

SUEZ people are loyal as well as engaged. During the year, 144 employees completed their tenth year of service, while 65 passed the 20-year landmark, nine reached 30 years and one celebrated a 40th anniversary.

219

PEOPLE achieved a 10, 20, 30 or 40-year employment milestone

Training and development

We continue to develop and expand our training programme.

Significantly more courses were delivered in 2023 – over 26,500 (a 120% increase from around 12,000 the year before). More modules – such as cybersecurity, ethics and unconscious bias – became mandatory, as did some operational skills training. Frontline staff also gained direct access to a variety of self-led training modules through our e-learning platform, which increases autonomy and flexibility in personal development.

The most popular courses included topics such as manual handling and situational awareness, an introduction to environmental and industrial risk, and working as a waste facility operative.

Total training hours increased by 15% to 77,329. Two out of three employees (67%) participated and average training hours increased to 17 hours per employee trained. The average for the workforce as a whole was 12.7 hours, a 6% increase despite the rise in headcount associated with contract wins during the year.

Line managers review and discuss training needs and opportunities with employees, which are mapped in a training and development matrix. Over the year, 97% of performance reviews were completed for graded employees.

Our apprenticeships programme is growing – with 53 apprentices employed, up from 46 in 2022. With a wide range of apprenticeships on offer, employees are also taking the opportunity to upskill. We capture talent too from external sources such as the national sector-based work academy programme (SWAPS), which supplied 10 of our 25 Level 2 apprenticeship recruits.

As a learning organisation, we are committed to personal development at all levels. Our internal mentoring programme is another established initiative that, in 2023, benefitted 56 colleagues. We are also nurturing a new generation of leaders through our leadership development programme, which was completed by seven employees.

53 APPRENTICES EMPLOYED

77,329 HOURS TRAINING



Instilling green skills

The transition to a circular economy requires a host of new, green skills, yet our sector's workforce has an ageing profile. Given this recruitment and reskilling challenge, SUEZ eagerly supported an initiative in Birmingham to train the workforce of the future.

In partnership with Skillcert Ltd – a national employability and work-based skills provider – and the Department for Work and Pensions, we offer a four-week pre-apprenticeship as part of the environmental sector-based work academy programme. Jobless 19 to 29-year-olds can learn about the environmental importance of the sector and our services. Learners receive a Chartered Institution of Wastes Management (CIWM) qualification in environmental sustainability and the opportunity of an apprenticeship at our Landor Street facility in the city.

We also represent the waste sector in the Government's Green Jobs Delivery Group.



Equality and inclusion

Fairness and respect are fundamental for any responsible employer. We pay all our employees above the national minimum wage. We also follow the Group’s zero tolerance policies on corruption and any infringement of people’s rights.

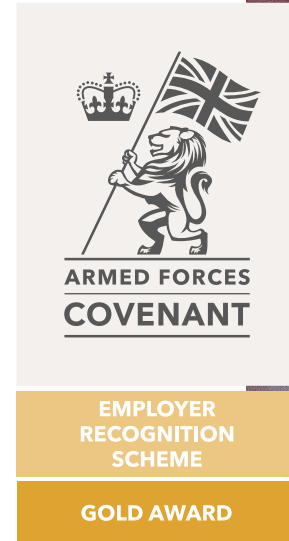
As in other SUEZ companies, employees are represented on the SUEZ Works Council. Its members are elected to reflect the views of colleagues in 14 constituencies across England, Scotland, Wales and the Isle of Man. They are consulted on issues affecting their work environment, the future of the business and continuous improvement.

Committed to equal opportunities, the company has continued to refine its strategy for promoting inclusion and diversity.

Waste management is a male-dominated industry – 16% of our employees are female. However, in 2023, the share of our management positions held by women increased by two percentage points to 28% and they accounted for 30% of 390+ job promotions. As more females are in senior rather than frontline roles, the gender pay gap favours women. We have projects in place to increase the number of female employees at all levels over the next three years.

Our inclusion and diversity network meets quarterly as a forum for senior managers to consult members of our various sub-networks for women, employees with disabilities, LGBTQIA+, parents, cultural groups and veterans. We now employ 320 ex-services personnel – an 11% increase on 2022 – and retained our Gold Award from the Employer Recognition Scheme.

During the year, our disabilities network laid the groundwork for two initiatives to be rolled out in 2024 – a neurodiversity guide for managers and an ‘adjustment passport’ to smooth the switch to new roles for colleagues with disabilities.



28% WOMEN
in management positions

6,000+ EMPLOYEES





Positively impacting society

Our company provides essential services designed to create optimum value from waste while protecting the environment. We also generate value in other ways and have adapted our business model to champion this wider social value in our sector.

SUEZ recycling and recovery UK was one of the companies leading the UK's [Social Value 2032 programme](#). Also, we chair the working group that drew up the Environmental Services Association's [Social Value Charter](#).

Social value in 2023

To quantify the social, environmental and economic impacts of our various activities, our social value calculator tracks 88 performance indicators. The annual total in 2023 exceeded £2.7 billion. This is an increase of almost 4.5% on the previous year, outstripping our turnover growth.

Much of the extra £114 million+ in value created did stem from the underlying growth of the business – especially the economic impact of spending with suppliers and on employees.

Compared with 2022, the sharpest rise in value came from the re-use of waste – items retrieved from household waste recycling centres and refurbished for sale. The environmental impact of this increased by almost 50%, an estimated £19.2 million.

Carbon savings constituted the greatest environmental impact, of over £100 million, with recycling of materials not far behind at £90 million+.

Apart from providing employment to a growing workforce, our social impact – estimated to be worth over £177 million in total – arises from community funding and hosting site tours, as well as visits to schools and support for community events.

Our spending in these areas has a multiplier effect. The combined effect of these social, environmental and economic impacts is that for every £1 spent, we generated £2.06 of social value.

£2,707,077,816 SOCIAL VALUE CREATED

£2.06 created for every £1 spent

SOCIAL IMPACT • £177,300,916

ENVIRONMENTAL IMPACT • £249,158,344

ECONOMIC IMPACT • £2,280,618,556



Social inclusion

We recognise that business can be a lever for widening social inclusion, not least through direct employment and schemes that offer training and other support to the jobless, as well as through our suppliers. We invested more than £2,047,000 in such programmes – a 14% increase on 2022 – and 203 people benefitted directly.

Working with social enterprises – such as Refurnish and Recycling Lives Charity – contributes to our triple bottom line. We also collaborate with charitable partners such as The Harlequins Foundation – our HITS partnership provided a fortnight’s work experience across several SUEZ departments for 61 young people not involved in education, employment or training (NEET). They received over 350 hours of ‘green skills’ and **employability coaching**, and six gained jobs with the company or its partners. This initiative won an **industry award for social value** in 2023.

Other examples include:

- + 25 employees on our Milton Keynes contract were fast-tracked through the government-backed HGVC training scheme to qualify as HGV drivers in 16 weeks.
- + Six ex-offenders released on temporary licence took up full-time work placements, while 10 who started in 2022 moved on to permanent contracts. In six years, 30 ex-offenders have joined the company in this way.
- + 19 ex-offenders on probation gained work experience and training in Greater Manchester’s Renew Hub, repairing and refurbishing household goods for re-sale.
- + Six new paid internships began, taking the total to 15.

Community engagement

With more than 300 locations around the UK and Isle of Man, our teams give back to their local communities in diverse ways – from fundraising for charity to sponsorships and supporting school career fairs and other community events.

We recorded 83 different community events attended by some 5,750 people on our people and planet app during the year, such as the Suffolk Youth Climate Conference, Farnham Walking Festival, Royal Cornwall Show and the Greater Manchester Green Summit.

Meanwhile, we hosted site tours – mainly for school children – at 12 visitor centres run by colleagues or our local authority clients.





Funding good causes

The company and SUEZ Communities Trust channelled more than £5 million to over 220 community projects during 2023 – a 36% increase in funding compared with the year before.

Landfill tax receipts are redistributed by the Trust through two national schemes. England’s Landfill Communities Fund accounted for over £2,247,400, shared among 78 projects. The equivalent Scottish fund granted £716,800 in support of 29 applications.

The Lancashire Environmental Fund is also financed from landfill taxes. More than £1.5 million was awarded to 58 projects during the year. A quarter in deprived areas, they ranged from building projects, including energy efficiency measures, to a bird hide and feeding station.

Other funds are operated in partnership with our local authority clients:

- + In Greater Manchester, all profits from its network of Renew shops (£220,000 minimum, guaranteed by SUEZ) are distributed through the [Recycle 4 Greater Manchester Community Fund](#). We donate a further £100,000 each year to the [Mayor’s charity fund](#) for the homeless.
- + Twelve [community groups in Doncaster](#) were awarded a total of £15,000 to fund, among other causes, primary school recycling bins and a bank of personal hygiene products for those who cannot afford them.

- + Revenue from sales of electricity generated by the Cornwall energy recovery centre is donated to various community projects through the St Dennis & Nanpean Community Trust. As a one-third shareholder, SUEZ’s contribution accounted for just under £100,000. Uses ranged from speed indicator signs in local parishes to restoring the St Dennis church bells.
- + In Kirkby, 11 community causes – from sports clubs to mental health support groups – shared £55,000 through the [Kirkby Neighbourhood Community Fund](#).
- + Our Revive community fund partnership with Surrey County Council donated [over £10,000 to local charities](#).
- + Revenue from recycling material sales finances the Somerset Waste Enhanced Environmental Performance (SWEEP) fund for good causes run by Somerset Council and SUEZ. The 2023 contribution was £156,000. Our waste contract also generated a further £4,000+ for charitable and environmental causes.

Meanwhile, 150 corporate sponsorships worth a total of £295,000 supported a wide variety of organisations nationally, from a youth project and foodbanks to primary schools and a festival, as well as a PhD in social value (at University College London).



An interactive lesson for pupils

School science and technology lessons came to life for thousands of primary pupils when we filmed a lesson on waste being turned into energy.

Working with the company STEM Live, colleagues helped create [the online resource](#), which was viewed by an estimated 7,000 Key Stage 2 children (aged 7-11) within the first month. The lesson took a behind-the-scenes look at an energy recovery facility with a focus on sustainable practices and STEM (science, technology, engineering and maths) careers.

Our people in energy, communications and industrial and commercial operations wrote and presented the content and filmed across two days. The lesson was streamed into schools in October and is available as a free resource on demand from STEM Live, and via a link on [the education section of our website](#).

More than
220 ENVIRONMENTAL AND SOCIAL
PROJECTS SUPPORTED

£5.2 MILLION
DONATED OR INVESTED
in local communities across the UK



Engagement in action

While funding provides a vital lifeline for many community projects, hands-on support benefits both the giver and receiver. Our people volunteered 5,838 hours of their time during 2023, the second year of our scheme encouraging employees to spend a workday each year supporting a worthy cause.

More than 700 colleagues took the opportunity. They included our Business Transformation team, who cleared invasive species for the Surrey Heathland Partnership. Also in Surrey, employees from its Eco Park painted fences and buildings at Shepperton Swan Sanctuary. In Bolton, a team volunteered at the Emmaus café and woodworking workshop to support the homeless and others in need.

Other volunteers:

- + Cleared up an allotment with Sandwell Council Litter Watch and harvested vegetables for a local food bank.
- + Removed redundant plastic tree guards for Heart of England Forest, which now uses biodegradable guards, and identified predator caterpillars.
- + Restored a cycle path in Chopwell Woods, North Tyneside.
- + Walked rescue dogs for Binfield Dog Rescue in Bracknell Forest and carried out DIY work at the centre.
- + Helped collect food for Rugby Foodbank and handed out leaflets to supermarket customers to promote in-store collection.
- + Cleared scrub for Warwickshire Wildlife Trust to improve the habitats for local wildlife.

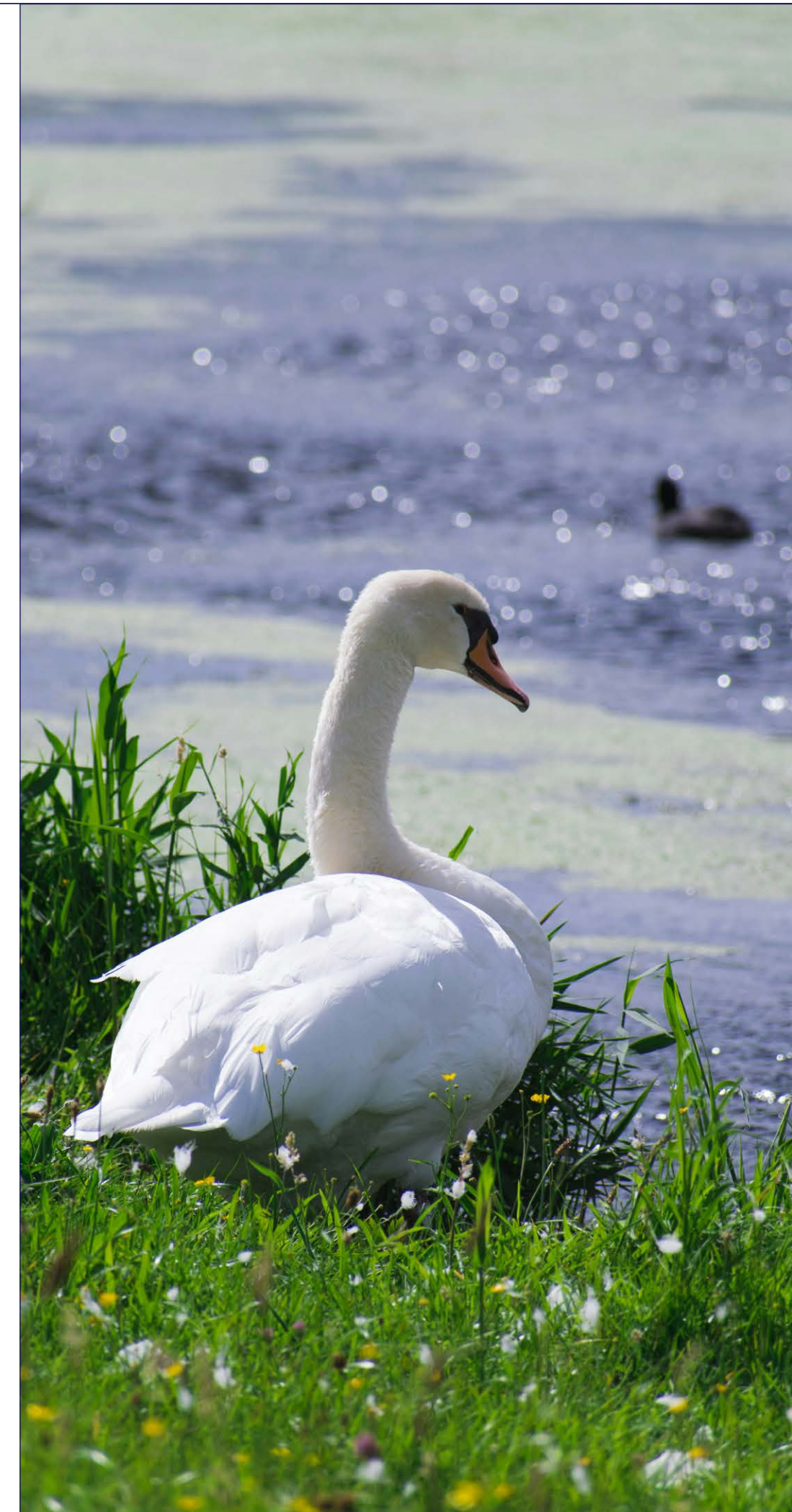
- + Painted a new Gateshead cancer hub for FACT (Fighting All Cancers Together) to be ready in time for opening day.
- + Helped wrap Christmas gifts at Blackburn Youth Zone and made up food parcels for children in need.

Alongside our ambassadors for inclusion and diversity, safety representatives and other volunteers, colleagues can become a sustainability champion for their site. The champions lead and coordinate action to improve the environment at their SUEZ locations – and much of our involvement with local communities.

In 2023, 96% of our sites had a designated champion. Together, they were responsible for over 2,600 actions. In addition to environmental initiatives, these ranged from arranging work placements for young people and speaking at careers events to mentoring, staffing stands at community events and leading site tours.

Our sustainability champions are also closely involved in organising sponsorships and our people's many fundraising activities for charity. We celebrated their contribution in 2023 with our first event highlighting examples of best practice.

5,838 HOURS OF VOLUNTARY WORK
by SUEZ employees with local associations and causes





Charitable giving

The funds raised by our people for charitable causes almost doubled in 2023 to exceed £219,400. It was a special year, as we marked the 10th anniversary of our partnership with Macmillan Cancer Support.

With the theme '**Big 10 at 10**', we set ourselves a target of raising £101,010. Every two years, we organise a big fundraising event to inspire teams around the company who compete to walk, climb or cycle the furthest and raise the most. This year, members of our leadership team made a four-day cycle journey of 330 miles from our national head office in Maidenhead to the global headquarters in La Défense, Paris.

Over previous years, we had donated over £550,000 to fund Macmillan nurses and support centres. The Paris bike ride and other sponsored activities raised more than £157,800 in 2023.

Another charitable initiative with a national scale entered its third year, funded by SCOPE, our not-for-profit consultancy service. SCOPE designs and delivers solutions for organisations looking to reduce waste and maximise resources.

In December 2023, SCOPE donated a total of **£30,000 to 70 charities** across the UK. These were nominated by colleagues, many of whom had volunteered for the nominee under our day-a-year-to- volunteer scheme. The recipients included charities working with children, the elderly, veterans and vulnerable adults, as well as community initiatives such as sports clubs, food banks, art, theatre and nature conservation.



Over
£219,400 RAISED FOR
 CHARITY
 by SUEZ staff

Making tech work for people

Various contributions by people across the business were recognised in industry awards during the year. From social value and circular economy initiatives to health and wellbeing strategy, we were shortlisted for 10 awards, including five hosted by the Chartered Institute of Personnel and Development (CIPD).

Our HR team went on to win its **excellence award for best technology strategy**.

The strategy involved completely remapping our company's payroll and payslip process, and moving to a new system. Its technology empowers employees to take responsibility for their personal data, HR admin and overtime claims. Within three months, there were no incoming pay queries.

Moreover, improved data capture means the HR team can target people strategies – from inclusion and diversity to occupational health – more efficiently. The Chartered Institute of Personnel and Development judges hailed the strategy's "transformational" effect, praising the improved accuracy and reduced carbon footprint.



Planet

The world's consumption of natural resources is unsustainable and polluting, contributing to the climate and biodiversity crisis. That is why we re-focused our waste management business in the UK to manage resources responsibly, helping our customers cut their carbon footprint and biodiversity impact, while building a more resource-efficient, circular economy.



Our business model is continuously evolving as we seek to maximise the value of waste materials by elevating them in the waste hierarchy from energy recovery to recycling to re-use, minimising the need for landfill. At the same time, we protect the environment as we strive to reduce the carbon footprint of our operations and preserve and enhance biodiversity.

In 2023, SUEZ recycling and recovery UK handled more than 11.5 million tonnes of waste at all stages, ranging from collection through transfer to treatment†.

Over eight million tonnes were sent for treatment‡. This was a 3% reduction compared with 2022, but the proportion put to good use – through re-use, recycling and energy recovery – increased from 81% to 83%. The fraction sent to landfill shrank by 6%. Around two thirds of the total was treated within our own facilities and over 90% of this throughput comes from small and medium-sized enterprises, supporting these local businesses.

Each year brings multiple fluctuations in the throughput of waste. In 2023, we collected more municipal waste, both at the kerbside (up 11% to 668,000 tonnes) and through household waste recycling centres (a 7% rise to 567,000 tonnes). The total amount of waste sent for recycling or anaerobic digestion increased by 5,000 tonnes to around 1,438,000 tonnes.

Whilst there was a 5% decline in the waste sent for recovery, re-use saw a notable 36% increase as more waste items were reclaimed and diverted from recycling or disposal.

Boosted by a 7% increase in food/green waste sent for recycling or anaerobic digestion, compost production rose 5% to 77,000 tonnes. However, output of alternative fuels – solid recovered fuel (SRF) and refuse derived fuel (RDF) – was 7% down at 1,119,000 tonnes.

Our three strategic goals for how we respond to the challenges of unsustainable resource consumption, climate change and biodiversity loss are:

Going beyond net zero carbon

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

Enhancing and supporting nature

Continue to improve biodiversity across all our sites each year.

Using less and reusing more

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

76,966 TONNES OF COMPOST PRODUCED

9.9 MILLION TONNES TRANSFERRED AND TREATED through SUEZ facilities†

6.7 MILLION TONNES DIVERTED FROM LANDFILL for re-use, recycling or recovery‡

† As waste is recorded at each stage and can pass through one or more facilities, it may be counted multiple times within this total.

‡ Waste sent for treatment refers to the waste collected by SUEZ or on our behalf and/or transferred or treated through our or third-party facilities. A tonne is only counted once irrespective of whether it is handled multiple times.

Marking a milestone

In December 2023, SUEZ Isle of Man and the Manx Government hailed a milestone for the island's energy-from-waste facility after it processed its **millionth tonne of waste**.

Just under 20 years after the landmark Richmond Hill building was commissioned, the cumulative throughput surpassed 1,000,000 tonnes. In that time, more than 468,000 megawatt hours of electricity have been exported to power local homes and businesses.

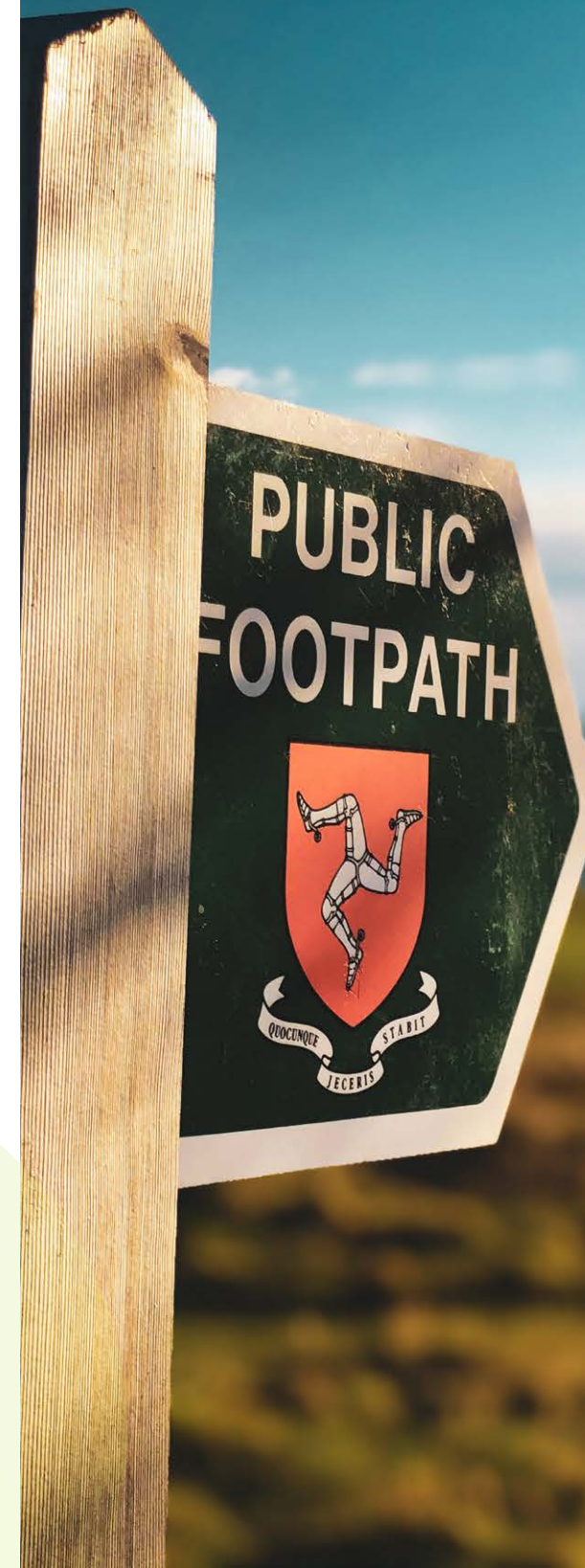
By diverting household waste from landfill, the island has avoided significant emissions of carbon and methane, and the need to export large volumes of material for disposal elsewhere. Energy recovery from waste tyres, oils and bio-pellets as well as residual trade waste also boosts the island's self-sufficiency. The site's visitor centre serves as an amenity for the community.

“The facility plays an important role for our community and reaching the one million tonne milestone is a great opportunity to celebrate our partnership with SUEZ.”

— Infrastructure Minister Tim Crookall MHK

“We look forward to continuing to support the local community and our environment in partnership with the Manx Government.”

— Plant Manager Jon Garrad





Environmental performance

SUEZ environmental policy demands full compliance with the terms of our environmental permits and all relevant legislation and regulations – and we strive to go beyond compliance wherever practicable.

Our environmental management systems are independently verified to the relevant international standard. In 2023, ISO 14001 certification was maintained across our 300+ sites. Site operations are audited by a central compliance team as well as monitored by environmental regulators.

There were zero compliance enforcement notices issued or prosecutions against SUEZ sites during the year. Their compliance ratings showed an improvement in performance. The Environment Agency and Natural Resources Wales placed 290 of our sites in England and Wales – 98.6% of the total – in bands A and B, having ‘demonstrated an expected level of compliance’.

Of the four other sites in bands C and D, two may be re-assigned to band B by the Environment Agency following reviews of the initial considerations. One household waste recycling centre had minor problems involving litter and liquid storage that have been resolved with preventative actions put in place. The fourth, a landfill site, requires a longer-term strategy to manage leachate. The average compliance classification score (CCS) across all sites fell, by a third, again indicating improved performance.





Regulatory developments

Environmental legislation has transformed our industry over several decades and further changes are in the offing – many of them essential to counter the climate emergency and support the transition from a linear economic model (take, make, use, dispose) to a resource-efficient, more circular economy.

The following are some notable developments in 2023 that will affect our operations and customers:

- + Regulations for materials facilities were updated as part of the extended producer responsibility **data reforms**. More detailed and frequent sampling and reporting of throughput at materials facilities will be required from October 2024. Other extended producer responsibility reforms will follow, while Scotland and Northern Ireland will have their own regulations or codes of practice.
- + An **energy generator levy** took effect in 2023, charging an additional tax on 'exceptional' revenue made from sales of electricity above a benchmark price, until at least 2028.
- + The **Energy Act** updated regulation of the energy market, including the commercial arrangements for carbon capture, usage and storage (CCUS). A **vision for the sector** in the 2030s was also published, along with **a statement** on the East Coast Cluster and an updated **business model**.
- + The **Emissions Trading Scheme** will cover energy-from-waste from 2028, following a two-year monitoring period from 2026. This extension of carbon pricing will fundamentally change the economics of the sector, impacting waste producers, local authorities and the public.

- + Implementation of the **Biodiversity Net Gain Regulations**, due in November 2023, was delayed. From 12 February 2024, new building developments will be required to achieve a 10% uplift in biodiversity.
- + **Welsh waste regulations were amended**, requiring businesses to arrange separate collections for food, paper and card, glass, metal, plastic and cartons, in addition to residual waste, from April 2024.

Other changes in the pipeline

- + In November 2023, the Government clarified the future regime for simpler recycling in England. We were able to confirm to our business and municipal customers the core materials that will have to be collected from 2025, including food waste. Flexible plastic packaging will be added in 2028.
- + A deposit return scheme for plastic and metal beverage containers will become law in England in 2024, to take effect from October 2027.
- + Digital waste tracking will also be required from 2025.
- + Legislation due in 2024 will release extended producer responsibility funding for local authority recycling collections, starting in 2025/26 with around £1.4 billion.
- + Consultation continues on heat zoning for the development of heat grids around existing and future heat sources.

Forward thinking

As a leader in our sector and champion of the circular economy and resource efficiency, we seek to inform and influence policymaking at industry, local and national level.

SUEZ colleagues are active within our trade organisation, the Environmental Services Association. We act as deputy chair for the Environmental Services Association's emissions trading scheme working group, which in August 2023 **published its strategy document** for a sustainable transition to the emissions trading scheme. We also chair the working groups for resources and waste strategy, and for bio-treatment. On behalf of Innovate UK, we chair its smart sustainable packaging working group.

Our sector experts contributed to various initiatives to promote the transition to the circular economy and to carbon net zero. We supported the production of **two reports by the Mission Zero Coalition**. Chaired by the Rt Hon Chris Skidmore OBE, the Coalition was formed following the publication of the Independent Net Zero Review to inform debate on the essential steps to hit Net Zero by 2050. The reports focused on local action and buildings.

We hosted 17 webinars on topics of concern to the industry and our customers, ranging from circular economy metrics to carbon in a waste world. They had an audience of more than 3,400 people – an increase of almost 20% compared with 2022.

Our company facilitated 50 external events – from the Festival of Thrift and Big Sustainability Expo to regional shows in the southwest, Staffordshire and Birmingham. **We were the main sponsor of Repair Week**, an annual campaign run by Re-London in June. For the first time, the week-long event extended to Greater Manchester, where the combined authority opened the doors of the Renew Hub to publicise its work saving goods for re-use.

Going beyond net zero carbon

Through our re-use, recycling and recovery services, we help minimise the carbon footprint of managing customers' waste.

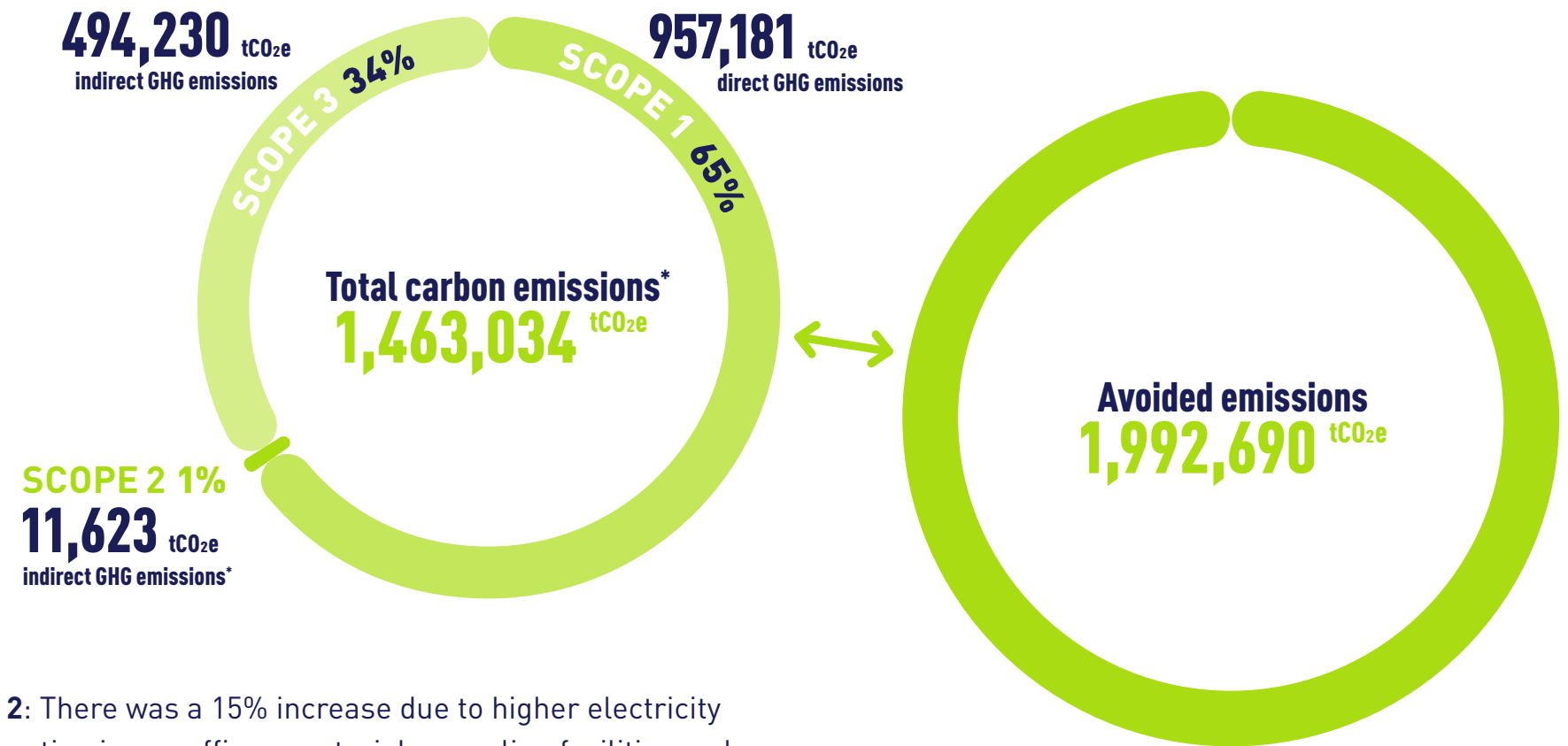
Activities such as transporting, handling, processing and treating materials also give rise to emissions. We are committed to reducing these environmental impacts of our operations and to achieving our 2040 net zero target, which is in line with the Environmental Services Association's goal for the industry.

Carbon performance

Our carbon performance is measured using the **GHG (Greenhouse Gas) Protocol** accounting standard and UK Government emission factors where available. We continue to refine our approach, making these calculations more accurate and comprehensive – for example, by extending our assessment to include our wider supply chain to improve our understanding of Scope 3 emissions in 2023.

The results for 2023 show:

- +** **Scope 1:** Direct emissions increased by 4% with higher fuel consumption for transportation (associated with our recent collection contract wins and expansion of our fleet) and throughput of waste across our fleet of energy-from-waste facilities. Emissions from landfill sites continue to decline, however, through gas collection efficiencies and the natural landfill gas decline curve. We also reduced our usage of natural gas, and the associated carbon emissions, by installing a new odour control system at our Reliance Street mechanical treatment transfer station to replace a regenerative thermal oxidation system fuelled by natural gas.



- +** **Scope 2:** There was a 15% increase due to higher electricity consumption in our offices, materials recycling facilities and energy-from-waste facilities, the latter due to turbine outages interrupting electricity generation. However, all electricity purchased by our company has been sourced from renewables since 2015, as certified under the **Renewable Energy Guarantees of Origin scheme**. Under the GHG Protocol's market-based accounting method, our Scope 2 emissions are effectively zero.
- +** **Scope 3:** Screening of these emissions has widened the categories included within our calculation, which shows a 23% increase on 2022. This excludes emissions from combustion, as per the current GHG Protocol, though we also calculated the additional impact to provide a more holistic view in anticipation of its potential amendment under the protocol's Scope 3 consultation.

Combined with the slight reduction in the tonnage of waste handled, the 2023 calculation shows an increase in the emissions intensity of our business. Measured in equivalent tonnes of carbon dioxide (tCO_{2e}), this rose from 0.11 to 0.13.

Avoided emissions

We also avoid emissions on behalf of our customers through our services – from energy generation and manufacturing fuels from waste to recycling and re-use. The total dipped by 3% to just under two million tCO_{2e}, mainly due to a drop in our output of paper and card for reprocessors and alternative fuels.

However, the net effect remained positive – emissions avoided outweighed the total of Scope 1, 2 and 3. The avoided emissions per tonne of carbon emitted in providing our services amounted to 1.36 tCO_{2e} per tonne of waste handled.

* Location based emissions



Scoping the challenge

Scope 3 emissions, which occur in companies' supply chains, are often their heaviest contributor to climate change and hardest to tackle. We have completed the first screening of our Scope 3 emissions to provide the basis for developing an action plan. Its aim will be to eliminate up to 50% of these emissions by 2030.

This will require numerous changes on our part – including reducing business travel and car commuting – as well as by our suppliers. Business travel by employees has already been reduced by 48% since 2019, for example. Some employees are also adopting greener modes of commuting. Our team at the Cornwall energy recovery centre responded to the Cornwall Active Travel Challenge by car sharing and cycling to win the best workplace award in the 100-499 employee category.

Another example concerns fuel deliveries to our depots. Bulk ordering of AdBlue – the diesel additive that reduces emissions of the potent greenhouse gas nitrogen oxide – has cut the number of deliveries to two of our sites (at Morden in south London and Raikes Lane, Bolton). We are negotiating with suppliers to arrange similar bulk deliveries at other sites, ideally at the same time as diesel.

Energy use and generation

We are both a consumer and producer of energy. We can contribute to decarbonisation in each role.

In 2023, we generated more than 1.67 million megawatt hours of electricity – a 2% increase on the previous year, as output from our fleet of energy-from-waste facilities rose. Anaerobic digestion and waste gasification also contributed, as power from converting landfill gas declined.

On-site solar and wind energy quadrupled to over 580 megawatt hours, mainly due to the installation of solar panels at our Avonmouth materials recycling facility, reducing our consumption from the grid. In May 2023, we switched on a thousand solar panels, which will supply 17% of the site's power needs.

There was an increase of almost 40% in thermal energy exports, which exceeded 343,000 megawatt hours. Output rose at our Wilton energy-from-waste facility, which provides heat to our partner, Sembcorp.

All our sites use electricity generated from renewable or recycled sources, either self-generated or from suppliers under contracts backed by a Renewable Energy Guarantees of Origin (REGO) certificate, since 2015. We continue improving our energy efficiency. Our network of sustainability champions spearheaded 80 measures during the year, including:

- + Replacing inefficient lamps with LED units.
- + Fitting timing sensors to lighting and heating systems internally, as well as daylight sensors to outdoor lighting at five facilities.

1,672,348 MEGAWATT HOURS
of electricity generated

343,191 MEGAWATT HOURS
of thermal energy generated

- + Tapping solar power for other activities, such as powering the whole leachate extraction system at our closed New Crosby landfill in Scunthorpe and lighting the interior of a textiles container in East Devon.
- + Replacing a diesel generator with a battery storage unit at our Altens East household waste recycling centre in Aberdeen.

In total, more than 235,000 megawatt hours of electricity was generated from landfill gas. At the Ulnes Walton landfill site in Lancashire, we took over gas management to maximise capture and electricity exports and reduce carbon emissions. The 330 kilowatt engine also powers lagoon aeration, pumps and other site equipment.

587 MEGAWATT HOURS
OF SOLAR AND WIND
electricity generated



Transport fleet

We operate a large vehicle fleet, which varies in size according to our contractual commitments. Our strategy is to optimise fuel efficiency while progressively switching to electric power, where feasible, as renewals, contracts, charging infrastructure and capital budgets allow.

- + In 2023, we agreed a [partnership with AMCS](#), a cloud-based technology specialist, to optimise our logistics operations. Offering significant advances in scheduling and fleet management, its solutions should benefit our customers and the environment as well as our operational efficiency.
- + The size of our commercial fleet increased, to more than 1,030 trucks, with the commencement of new contracts and company acquisitions.
- + Following our first electric refuse collection vehicles (eRCV) in Bristol and Somerset, four arrived in Milton Keynes to begin operations in September 2023. A quarter of the Milton Keynes fleet is electric, including 14 caged tipping vehicles and two road-sweepers.
- + There was a 59% increase in our fleet of vans to 480+. Fifty are now electric.
- + We continue to electrify our fleet of company cars – 83% of our drivers have made the switch since the introduction of our electric company car policy.
- + A further 12 charging points were installed at our sites. Our network now has a total of 186.
- + Our vehicle fleet operation retained its Bronze status under the Fleet Operator Recognition Scheme (FORS) for safety, efficiency and environmental responsibility. There were no prosecutions for vehicle infringements.





Enhancing and supporting nature

Environmental protection and safety always were the bedrock of our site management, but over recent years we have been taking steps to sustain and boost local biodiversity as well.

In 2023, we recorded more than 290 biodiversity-boosting measures, most led by our site-based sustainability champions.

Aptly diverse, these included:

- + **Bird boxes:** 114 installed, plus a further four for birds of prey and three for owls.
- + **Trees:** 22 separate planting schemes for a total of 9,665 trees on our sites and 754 off-site with partners such as the City of Trees and Severn Rivers Trust.
- + **Beehives:** A training apiary in Surrey Eco Park.
- + **Land restoration:** Over 57 hectares of former landfill were restored in keeping with local surroundings.

2,600 SUSTAINABILITY ACTIONS
completed by our sustainability champions

Sustainability in action

Our sustainability champions led multiple other initiatives that benefitted the natural environment.

- + In December, a team from the Landor Street materials recycling facility, transfer station and alternative fuel manufacturing plant in Birmingham picked litter in Tipton, filling 50 sacks.
- + Undeterred by the Cornish mizzle, colleagues and several council officers were joined by family members for a beach clean and Easter egg hunt at Par Sands.
- + Hedging saplings around our Suffolk energy-from-waste facility that were lost in the 2022 summer heatwave were replaced with 40 native species.
- + Rainwater from the roof of our transfer station in Washington is being used to water plants thanks to a water butt made from a reclaimed 200-litre drum, saving approximately 5,000 litres a year.
- + In the Isle of Man, steps taken over the last four years led to a successful application to the [UNESCO Biosphere Partnership Programme](#). Our team will be working with the programme and its member companies to further promote biodiversity around the island's energy-from-waste facility.

Using the iNaturalist app, our people [recorded 608 observations](#) and 283 species across our sites.

Lessons in self-sufficiency

In Upton, near Poole, our customer Yarrells School wanted to become more self-sufficient and sustainable. Recycling food waste presented an ideal opportunity to enrich the children's learning, produce compost and reduce costs.

The compost is used by the school's gardening club, to nurture fruits and vegetables, and in the forest school area. Through vermiculture, worms are also being cultivated to decompose foods and produce organic compost. In addition, rainwater is now being harvested.

Compost and fertiliser no longer need to be purchased and the school produces 220 litres a week of 'worm tea' for watering its gardens.

Other developments

The Environmental Services Association's Biodiversity Working Group – which we chair – published a guide to help companies protect and promote flora and fauna. [Supporting a Nature Positive Future](#) was downloaded over 400 times in the months following its launch in September 2023.

During the year, we also undertook 29 biodiversity net gain feasibility assessments on our landfill sites to determine where we can enhance the existing restoration by creating new habitats and supporting biodiversity improvements.

57.2 HECTARES OF LAND RESTORED

9,665 TREES PLANTED ON SUEZ SITES

754 TREES PLANTED IN THE LOCAL COMMUNITY



Using less and reusing more

Prevention and re-use may top the long-established waste hierarchy, but they have not been high priorities in policymaking, design or manufacturing for today's consumer society. Attitudes are beginning to change, however, and we are promoting this repair and re-use revolution.

Our business model shows that reclaiming household goods and other items for re-sale serves the triple bottom line:

- + **People** – by creating meaningful work and opportunities for skills training.
- + **Planet** – keeping items in use for longer reduces the depletion of natural resources, energy and water use in producing new products.
- + **Profit** – by generating revenue from sales at affordable prices within local communities, which can be used to fund good causes.

Rising re-use

Re-use is expanding at a healthy rate, from an admittedly low base. In 2023, we diverted around half a million items for re-use rather than processing, recycling or disposal. This is equivalent to more than three items for every minute that our household waste recycling centres and re-use shops were open. In tonnage terms, re-use activity rose by 36% to just over 4,100 tonnes.

The sale of these salvaged items generated over £3 million. This revenue is shared with local authorities and part-subsidises community funds.

In Greater Manchester, where we designed and equipped the Greater Manchester Renew Hub to refurbish a wide range of products from bikes to electrical goods, revenue to date passed the £1 million milestone. Meanwhile, in Aberdeen, annual sales reached £100,000, enabling the re-use shop to employ more people.

Since 2022, we have partnered with The Recycled Assets Company (TRACOUK) to promote furniture re-use amongst our industrial and commercial customers. There has been a great uptake, particularly in the education sector – from universities in Bournemouth, Portsmouth, Southampton and Winchester, Regents University and University of Arts London. Households in need, a care home for the mentally ill and a charity helping the homeless were among the beneficiaries.

Other examples of re-use activity during the year include:

- + In Devon, two new re-use activities were introduced, widening the range of goods diverted from waste and recycling. [The Re-Cycle Hub](#) arrived in time for June's international Bike Week 2023. Electrical items are also being tested and repaired [at a second hub](#). Since September 2023, more than 700 products – including TVs, monitors, audio equipment, guitar amps and vacuum cleaners – have been saved and re-sold. Re-use of other household goods is well established at county council recycling centres, which set a new record of 1,246 tonnes for 2022/23.
- + Our pioneering paint re-use shop in Surrey was [shortlisted for a National Recycling Award](#) for circular economy initiatives. Since its launch in 2021, the service has diverted over 15,500 litres of reusable paint from disposal and raised more than £2,000 for Macmillan Cancer Support and community projects.
- + In Aberdeen, residents were able to pick up free pots of paint. [The Big Paint Giveaway](#) marked the first anniversary of the re-use shop at Hazlehead household waste recycling centre. Around 120,000 litres of leftover paint are collected each year.
- + August saw the launch of an initiative in Cornwall to give [worn and damaged wetsuits and neoprene items a second life](#). They are collected at household waste recycling centres in St Erth, Newquay and St Austell before being cleaned, repaired and re-sold by The Wave Project, a social enterprise.

509,550 ITEMS DIVERTED
BACK INTO USE



From re-use to rehabilitation

Re-use is not only fundamental to a circular economy, it also creates opportunities to generate wider benefits for society, as our collaboration with Surrey County Council and HM Prison Service shows.

Since 2018, we have partnered with HMP Ford through the Ministry of Justice's New Futures Network, which connects businesses with prisoners and prison-leavers. We invested £20,000 in a SUEZ-styled workshop equipped for repairing cycles at the men's open prison in West Sussex.

Bikes are collected at 15 community recycling centres across Surrey and transported to HMP Ford, refurbished by prisoners who have been trained for this work, and sold through the county's Revive shops run by SUEZ. The revenue funds the workshop and transport costs. Last year, around 500 bikes were sold, generating more than £18,000. The prisoners acquire valuable skills that contribute to their rehabilitation and earn money for their work. Revive shop customers value the high quality of the used bikes.

We also have a collaboration with HMP Feltham in west London. In 2023, medical equipment such as crutches and walking frames no longer required by Surrey residents were sorted and cleaned by offenders in the young offender institution. Returning more than 952 items to the NHS is estimated to have saved 238 hours (30 working days) of hospital staff time.





Championing re-use

Re-use and repair can become a pillar of the circular economy. SUEZ promotes these activities nationally through thought leadership, research reports, guides for local authorities and businesses, and webinars, as well as customer advice.

These contributions in 2023 included:

- + [Unpacking the Circular Economy – Unlocking Re-use at Scale](#): This joint report – by the cross-party think tank Policy Connect, the All-Party Parliamentary Sustainable Resource Group, and the Sustainable Resource Forum – sets out practical measures to incentivise the use of reusable packaging in the UK.
- + SUEZ contributed to a report – [Ready steady grow: How the Treasury can mainstream circular business](#) produced by Green Alliance on behalf of the Circular Economy Task Force.
- + In April 2023, we published the third of our guides outlining how re-use and repair can become the norm rather than the exception as the UK transitions to a circular economy. Entitled [Re-use: seizing the opportunity](#), the publication outlined how the right policy support could stimulate a re-use retail market handling more than 15 million items by 2028, generating sales revenues in excess of £63 million per year.
- + Earlier in the year, SUEZ published the second guide in this series, [The repair evolution](#), to help local authorities integrate repair activities within their household waste recycling centres.
- + In September 2023, [a SUEZ survey revealed](#) that home movers in the UK throw away up to £150 million worth of goods each year. We also published [a waste prevention guide](#) for local authority initiatives.
- + SUEZ again [backed the call for a Right to Repair](#) on International Repair Day (21 October 2023). More than 110 community and groups signed [the UK's Repair and Re-use declaration](#) pressing the UK government to extend right-to-repair regulations to all consumer products.
- + In October 2023, our Bolton colleagues hosted a workshop at the annual Greater Manchester Green Summit at the Lowry in Manchester. More than 120 delegates attended the session on the theme: [Solutions for Stuff](#) – the role of local authorities in waste prevention.





Our memberships

- ▶ Advisory Committee on Packaging (ACP)*
- ▶ Aldersgate Group
- ▶ Anaerobic Digestion and Bioresources Association (ADBA)
- ▶ All Party Parliamentary Group (APPG) for the Environment
- ▶ APPG on Sustainable Resources
- ▶ APPG on the UN Global Goals for Sustainable Development
- ▶ Association for Organics Recycling (REA membership)
- ▶ Biotechnology and Biological Sciences Research Council (BBSRC)
- ▶ Better Business Act
- ▶ The British Safety Council
- ▶ Broadway Initiative
- ▶ Business in the Community (BITC)
- ▶ CEFLEX
- ▶ Chartered Institution of Wastes Management (CIWM)
- ▶ Circular Economy Task Force (Green Alliance)
- ▶ EcoVadis
- ▶ Environmental Industries Commission (EIC)
- ▶ Environmental Services Association (ESA)
- ▶ Future Planet
- ▶ Green Jobs Delivery Group*
- ▶ Institute of Environmental Management and Assessment (IEMA)
- ▶ Institute of Grocery Distribution (IGD) Sustainable Packaging Chain Advisory Group
- ▶ Independent Training Standards Scheme and Register (ITSSAR)
- ▶ Logistics UK
- ▶ OWL Advisory group
- ▶ Mission Zero Coalition
- ▶ Net Zero APPG
- ▶ Policy Connect and Sustainable Resource Forum
- ▶ Renewable Energy Association (REA)
- ▶ Recycling Of Used Plastics (RECOUP)
- ▶ Section of Specialty Pharmacy Practitioners (SSPP) Advisory Group
- ▶ Sizzle
- ▶ Slave Free Alliance
- ▶ Social Enterprise UK
- ▶ Social Value UK / Contract for Change Steering Group
- ▶ Social Value 2032
- ▶ Supply Chain Sustainability School
- ▶ UK Plastics Pact (WRAP and Ellen MacArthur Foundation)
- ▶ United Nations Global Compact UK Network
- ▶ UK Business and Biodiversity Forum (UKBBF)
- ▶ UK Material Handling Association
- ▶ WRAP – Textiles 2030
- ▶ Waste Industry Safety and Health (WISH) Forum

* Individual employee members representing SUEZ

Profit

The sustainability of our business – in every sense – depends on economic effectiveness. Financial performance determines our capacity to invest in innovation, decarbonisation and environmental enhancements, to enhance our services to customers and to generate social value.



Our three strategic goals aligned to profit are designed to ensure that we continue to grow sustainably and fund investment, continuously improve and innovate, and consolidate our position in the emerging circular economy.

Growing our business

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

Improving our profitability

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

Investing in our future

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





Growing our business

In 2023, we grew our revenue by 3% to just over £1,037 million[†]. Strong performance in electricity exports by our energy division and higher prices more than offset the negative impact of falls in commodity prices for recyclable materials and incinerator bottom ash.

While the amount of waste sent to landfill fell by 6%, our other services to industrial and commercial customers expanded through organic growth and acquisitions. Contract awards and extensions from local authorities also provided a boost to activity in 2023 that will continue into coming years.

Commercial acquisitions

The growth of our commercial waste and recycling operations accelerated with the completion of two acquisitions before the year's end.

In October 2023, we enlarged our footprint in the southwest with the acquisition of **DCW (Devon Contract Waste)**, which serves customers in Devon, Cornwall and Somerset. The deal expands the SUEZ offer in the region with recycling solutions for food, glass, and waste electrical and electronic equipment (WEEE) as well as confidential data destruction. Our commercial customers will also benefit from greater flexibility across the value chain from collection through to recycling and energy recovery.

Two months later, we completed the acquisition of Luton-based **Cawleys (F&R Cawley)**, which operates north of London. Founded in 1947, the company has 200 employees and an annual turnover of £36.8 million. With its battery processing facility – in addition to depots, transfer stations and a materials recycling facility – SUEZ entered the lithium-ion battery processing market in the UK at a time of growing demand for closed-loop solutions.

Our commercial customer base expanded by a third, boosted by these acquisitions, to just under 32,500. The year also saw the retention of significant contracts.

Our service to the South Coast Affinity Group of universities was extended for another seven years. Since January 2016, we have been working with all eight universities, serving over 130 locations. We provide a zero waste to landfill solution for multiple waste streams from mixed recyclables and food to waste electrical and electronic equipment and clinical waste under a single contract worth £1.5 million per annum.

Meanwhile, consumer goods multinational Reckitt Benckiser extended its total waste management contract for another year. First won in 2018, the £1.9 million-a-year contract covers waste on all sites and includes hazardous, branded product waste and a re-use scheme for wood pallets.

£1.03 BILLION
TURNOVER

86% CUSTOMER
SATISFACTION SCORE

32,451 INDUSTRIAL AND COMMERCIAL
CUSTOMERS

[†] Consolidated figure including post-acquisition turnover of DCW and Cawleys



Flexing waste handling

A manufacturer of cork and rubber-bonded products, Tiflex produces a variety of waste materials. Much of this waste stream went to landfill.

The largest and most challenging was a rubber by-product, which was deposited in metal skips while still hot. Working with our Liskeard-based customer, we devised a new process, cooling the material, wrapping it in waste plastic and placing it in smaller, four-wheel bins. Now collected along with general waste, the material goes to the Cornwall energy recovery centre as feedstock for electricity generation.

Employee training and regular re-education sessions, additional recycling bins and extensive waste tracking data have also helped Tiflex progress towards its sustainability goals.





Local authorities

SUEZ recycling and recovery UK served some 10,313,700 households in 2023 – more than 36% of all the homes in the UK.

We held a total of 81 contracts with local authorities – nine municipal collection contracts and the remainder for waste treatment.

In September 2023, we began collecting recycling, garden waste, food waste and residual waste from around 119,000 households across Milton Keynes. The five-year contract, extendable by a further five years and worth up to £300 million, also involves street cleansing and maintenance of green spaces and play areas. Around 250 transferring employees were trained to operate the new service, which saw a switch to wheelie bins and a new ultra-modern vehicle fleet, a quarter of it electric.

The year also brought an early contract win in Kent, with the takeover of services in three boroughs from March 2024. [The Mid Kent Waste Partnership](#) contract covers waste and recycling collections for nearly 200,000 households in Maidstone, Ashford and Swale by a new lower-emissions fleet with improved technology. Street cleansing in Ashford and Swale is also included in the eight-year contract, worth around £18 million per annum.

Three other collection authorities – East Devon District, Maldon District and Calderdale – opted to extend their contracts with us.

Waste treatment

We also hold contracts for treating municipal waste, some of which came up for renewal during the year.

In January 2023, we took over responsibility for managing [all residual and bulky waste from over 78,000 households in Southend-on-Sea](#) and from two council-operated household waste recycling centres. The contract also covers waste from street and beach cleansing and fly-tipping. Most waste, which was previously landfilled, is now diverted to our Suffolk energy-from-waste facility near Ipswich. The annual value is £4.4 million for 5-10 years.

Surrey County Council extended its public private partnership (PPP) agreement by up to five years to September 2029. This wide-ranging project involves the management and operation of gasification and anaerobic digestion facilities, five waste transfer stations and 15 community recycling centres. Recyclables and other materials are captured outside the contract to fund environmental and social initiatives. We also secured a £16 million-a-year contract to treat residual waste for another 10-15 years.

Street sweepings are a challenging waste stream that we can process at our three specialist facilities for use in the production of concrete blocks. Bristol City Council, Cornwall Council and three Welsh authorities – Blaenau Gwent Council, Ceredigion County Council and Flintshire County Council – awarded new contracts for the haulage and/or treatment of street sweepings. Two also cover gully waste.

Customer care

A core element of our growth strategy is to drive continuous improvement in customer service.

In 2023, customer satisfaction levels rose again. The 86% overall score was boosted by improvements in top-end service delivery and our ‘deepen journey’ metric – a key stage in customer service, which is all about building relationships, providing regular updates and a clear plan for future improvements.

Our customer effort score – indicating how easy it is to deal with us – also improved to 83%, a further uplift of two points on 2022’s score. Higher ratings by our smaller industrial and commercial customers helped boost our score. Local authority customers continue to report that SUEZ is performing strongly.

Nearly 100 delegates attended our annual customer conference in June 2023 where we discussed the challenges they face, upcoming regulatory changes and opportunities to make gains in efficiency and sustainability.

83% CUSTOMER EFFORT SCORE

10,313,787 HOUSEHOLDS SERVED
by municipal collections or treatment services



Improving our profitability

Business growth and investment will only be sustainable if we deliver our services profitably. Across every facet of our diverse business, our people apply lean thinking to continuous improvement projects and drive innovation. We are also collaborating closely with our supply chain to maximise value for our customers and build productive, long-term relationships.

Continuous improvement

Our collaborative culture and team spirit encourage new ideas and shared endeavour. The benefits are felt in operational efficiency, reduced wastage (of time, energy or materials), profitability – gains shared with customers and suppliers – and sustainability.

For example, an increase in the number of bin lifts per visit to industrial and commercial customer sites not only reduced operational costs but also truck movements and carbon emissions.

Improvement projects in 2023 ranged from a company-wide data governance roadmap to improve data accuracy to a review of municipal supervisor roles across three council contracts. This identified unnecessary activities whose removal boosted the supervisors' capacity to carry out other, more valuable duties. Other 'green belt' accredited projects involving four energy-from-waste facilities identified potential annual savings of £750,000 by optimising chemical usage, waste inputs and steam flow. Facilities in Greater Manchester also benefitted from several projects.



Interaction is central

SUEZ manages over 20 household waste recycling centres in Greater Manchester. When recycling rates fell short of our target, our team instigated an improvement project. By reviewing key roles, they measured a wide variation in performance and identified the root causes. Key actions included redefining duties, coaching employees in customer interaction, shortening the rotation of the meet-and-greet role to two hours, and creating a recycling guide for composite and ambiguous items. We also introduced a more robust process for escalating suspected trade waste deliveries.

These and other measures resulted in a three-point increase in the recycling rate in nine months – an improvement that is being sustained through noticeboards tracking performance and competition between sites.



Cleaning up with plastics

At our Longley Lane materials recycling facility, also in Greater Manchester, the largest single factor disrupting the facility's smooth operation was downtime of the high-speed plastics sorting system. This uses near-infrared (NIR) sensors to distinguish between different types of plastic automatically – for example, using air jets to direct PET and HDPE bottles to different streams.

Our project to optimise near-infrared sensor operation began by recording the number of hours' downtime and which components were responsible. We then established that dirt build-up was triggering false alarms in the sensors that detect jams in the machinery. A shroud was installed initially to protect them before they were relocated outside the machine.

Similarly, dirt was accumulating in air nozzles. The team implemented routine checking along with other improvements, including a control board displaying whether key variables are in control so corrective action can be taken quickly.

Downtime due to these factors was eliminated, saving up to £87,000 a year in lost production.





Essential innovation

The challenges facing our industry and UK businesses as we strive to manage resources sustainably while decarbonising are formidable. Innovation will be crucial in devising solutions to countless complex problems. We need to harness the expertise of our people, the SUEZ Group's world-leading research and development centres, and our various partners.

The following are some of the larger projects in progress during 2023:

- + Carbon capture, usage and storage (CCUS) has the potential to accelerate the decarbonisation of heavy industry. SUEZ continued to support the East Coast Cluster carbon capture and storage project in 2023.

Our proposal is to decarbonise energy-from-waste operations at our Haverton Hill site by linking it to the proposed Teesside pipeline that would pump carbon for offshore storage. In 2023, we secured significant funding for our carbon capture, usage and storage plans.

We appointed two contractors to develop the preliminary front-end engineering design for two energy-from-waste sites – Teesside and Wilton. Our application for a virtual carbon capture, usage and storage hub was supported by SUEZ Group and others. This £2 billion investment could capture up to four million tonnes of CO₂ a year. A decision is awaited in 2024.

- + Work is ongoing to develop a circular model for used wind turbine blades. Project PRoGrESS is a three-year programme costing £2 million and part-funded by Innovate UK. It aims to commercialise technology for separating blades' glass-fibre and resin components for reprocessing and re-use. SUEZ is responsible for sourcing and preparing the material for treatment.

- + In June 2023, SUEZ entered into a [one-year exclusivity agreement with Pyrum Innovations AG](#) to build the UK's first plant using Pyrum's patented pyrolysis technology for recycling end-of-life tyres. SUEZ will seek a site and planning permission for a facility with three pyrolysis reactors using Pyrum's patented technology. It would recycle 20,000 tonnes of tyres a year, saving 72% of carbon emissions compared with other methods. Low-carbon liquid pyrolysis gas will be used by off-grid businesses and homes, while the other by-products – carbon black and oil – can be recycled.

- + The year saw the conclusion of [the 'One bin to rule them all' project](#) by Manchester University's Sustainable Futures team, which we supported. Its aim was to bring together materials and social science and business to improve the recycling of household plastics by simplifying practice. The team produced a white paper on best practice in plastics recycling, which has influenced debate on future policy.

- + More local authorities joined the UK's most extensive pilot for household collection and recycling of flexible plastic packaging. SUEZ is part of the consortium managing [Flexible Plastic Fund FlexCollect](#). Launched in May 2022 and funded by government, the £2.9 million project is developing best practices for tackling these materials. From crisp packets to food pouches, they make up more than a fifth of all consumer plastic packaging, but only 8% is recycled. Councils in Somerset, Newcastle, Reading, Maldon and North Hertfordshire joined Cheltenham and South Gloucestershire to run pilot collections. [We reported on the interim findings](#) in December 2023 at the midpoint of the trial.

- + We designed and rolled out SMART – the SUEZ Management and Reporting Tool – to streamline data collection and analysis. The system pre-builds reports using data from every site and facility. SMART replaced the need for manual data extraction, modelling and visualisation, and gives managers access to all their data in one place.
- + An ongoing [collaboration with Northumbria University](#) could accelerate the UK's progress towards our net zero targets. Our aim is to develop an innovative system to recycle carbon dioxide and water into renewable fuels. Funded by Northern Accelerator and UK Research and Innovation (UKRI), the project focuses on using an inexpensive copper-based catalyst to convert CO₂ into both gas and liquid fuels, with applications in various industries. Electrolysers powered by renewable electricity would generate energy from waste and prevent atmospheric emissions.



Partnership in procurement

The company's supply chain expenditure increased by 17% to more than £712 million in 2023†. How we spend that money can make a significant contribution to our strategic goals.

More than 57% was for goods and services supplied by small and medium-sized enterprises, of which over £1.12 million went to voluntary, community and social enterprises that advance inclusion and community wellbeing. These shares of overall spend were in line with the previous year.

Over
£1.12 MILLION
SPENT
with voluntary, community
and social enterprises

Social value for money

The three biggest beneficiaries of our voluntary, community and social enterprise spend were Refurnish, Recycling Lives Charity and St John's Ambulance.

- + **Refurnish is a small charity** that collects and restores furniture for re-sale to local people across South Yorkshire at affordable prices. The SUEZ Doncaster team has worked closely for 20 years with Refurnish, which also trains and supports local people into employment.
- + **Recycling Lives Charity helps homeless people** find stable housing and jobs. The charity and social enterprise also redistributes food, in partnership with FareShare. As manager of the electrical appliances and woodwork pods in our Greater Manchester Renew Hub, the team repaired and tested more than 6,500 items in 2023, diverting over 40 tonnes of electrical equipment from disposal or recycling. The re-sale revenue contributed over £71,500 to local charities. Recycling Lives Charity also trains offenders on probation. So far, 24 have been through the work experience programme and seven have gone on to full-time employment, two with SUEZ.
- + **St John's Ambulance supplies defibrillators for our sites** and trains our people to use them. One is now available to every site, and also to ambulance crews and the public as part of The Circuit, the national defibrillator network.





Responsible procurement

We are working closely with our supply chain to improve the environmental, social and economic impact of our spending year on year.

It is important to us that our partners share compatible values, objectives and standards. In 2023, **we launched our sustainable procurement policy**, which describes how we promote sustainability through our procurement activity.

We keep our suppliers up-to-date and informed through regular newsletters, supplier days and webinars. Topics addressed include carbon reduction, modern slavery, wellbeing and inclusion, and how our contracts encourage and promote local small and medium-sized enterprises. We also run an annual awards scheme to recognise and reward suppliers that have made a significant contribution during the year.

Suppliers that are at risk of breaching our policy are identified and supported through our supplier relationship management process. The relevant category team meets them regularly and uses a scorecard to assess four areas: commercial, operational, compliance and sustainability. Areas for improvement are highlighted. Where applicable, they escalate issues to our compliance teams.

Other developments in 2023 included:

- + The appointment of a dedicated Procurement Sustainability and Compliance Manager.
- + We became a Gold Partner of the Supply Chain Sustainability School, helping to guide its work to inspire and enable 50,000 people to acquire the skills and knowledge needed to make their organisations' procurement sustainable.
- + We marked **World Sustainable Procurement Day** with a visit to one of our suppliers, Cromwell Tools, to share best practices in specifying supplies.
- + Our modern slavery guide and questionnaire for high-risk suppliers were introduced.
- + SUEZ continued its support of the Slave Free Alliance waste working group, which shares best practice across industry to prevent modern slavery.
- + The company was one of the first signatories to the Business in the Community (BITC) **joint statement of demand on circular clothing**.
- + We completed the transition to a new digital supplier management portal, Coupa. As well as improving the supplier experience, this reduces our manual workload and gives senior managers improved visibility of spending.



More fitting

The procurement team worked with our personal protective equipment and workwear supplier to reduce reliance on single-use plastic packaging. Clothing, jackets, gloves and other items of personal protective equipment are now packed in bands of card or, for bulk deliveries, in a recyclable cardboard box. We have also specified a more sustainable range of clothing made from 60% recycled polyester and sustainably sourced cotton. This reduced carbon emissions from PET production by 32% and the weight of virgin PET usage by 76%.

Over
£406 MILLION
SUPPLY CHAIN SPEND
 with small and medium-sized enterprises



Celebrating our suppliers

2023 was the third year of our annual supplier awards. There were eight categories aligned with our triple bottom line commitments, as well as an overall supplier of the year and three special commendations.

Our employees across the business nominated 29 suppliers. The category award winners included seven small and medium-sized enterprises:

★ Health, safety and wellbeing

Wellness International for support to our wellbeing programme and onboarding new employees in Milton Keynes.

★ Creating social value

Molson Group for their support on the HITZ programme with the Harlequins Foundation. Like SUEZ, Molson provided work experience to young people not involved in education, employment or training, including an engineering apprenticeship.

★ Small supplier of the year

Patch Perfect Academy for upcycling furniture and running workshops in the upholstery pod at the Renew Hub.

★ Protecting the environment

R Thornton & Co for deconstructing rather than demolishing the composting facility at Ellington, so the steel and concrete could be reused.

★ Delivering innovation

DBS Processing for replacing liquid polymer with a more sustainable powdered form, and compacting material from our road-sweepings plant to reduce weight, costs and water content.

★ Customer service

Weeshred for reducing contamination in skips and supporting suppliers in urgent requests for site clearances.

★ Improving profitability

Avison Young for vetting and handling business rate appeals, generating significant savings.

★ Excellent collaboration

Kone Cranes UK for excellent communication, maintenance of cranes and hoists, and breakdown support.



Investing in our future

Our business model has been transformed to reclaim and recover the value in waste materials, but the process of reinvention will continue with the growth of the circular economy.

Our five-year medium-term plan underpinned by our longer-term strategic programme maps out what that transition will mean – for example, building new anaerobic digestion facilities to support separate food waste collections, capturing the carbon emissions of energy-from-waste facilities, and the production of new low-carbon fuels for aviation and other applications.

Legislative change will drive the need for new infrastructure to deal with separated collections and processing of flexible plastics. We will also continue to collaborate with customers and other partners on waste prevention, while supporting the industrialisation of re-use.

Providing a comprehensive suite of solutions for customers' waste streams depends on a national network of diverse facilities.

In 2023, we increased our investment in infrastructure, research and development by 13% to £25.75 million. This included new sites, as well as improvements at existing locations.

In addition to those acquired with the purchase of the Cawleys and DCW businesses, we launched operations at a logistics depot in Milton Keynes to support the municipal contract.

We also invested in the development of our site in Avonmouth and made various improvements to buildings, including the installation of solar panels on the roof of the materials recycling facility, and procured additional containers for industrial and commercial waste.

Re-use activity expanded at South Molton in Devon with the help of portable appliance testing equipment for electrical goods, now being sold through a pre-existing shop on site at the recycling centre.

At our Whinney Hill landfill site in Lancashire, we installed a leachate treatment plant and upgraded the engine for converting landfill gas to electricity. Now using activated carbon to clean the gases before combustion, our gas engines emit fewer volatile organic compounds (VOC) and are more efficient.

Other investment costs included improvements to the laboratories at our energy-from-waste facilities and a company-wide programme to enhance our IT management information systems to make best use of the latest technology.

We aim to assure the safety and performance of our assets by following best practice. Three more sites were certified to the ISO 55001 asset management standard in 2023.





Our infrastructure



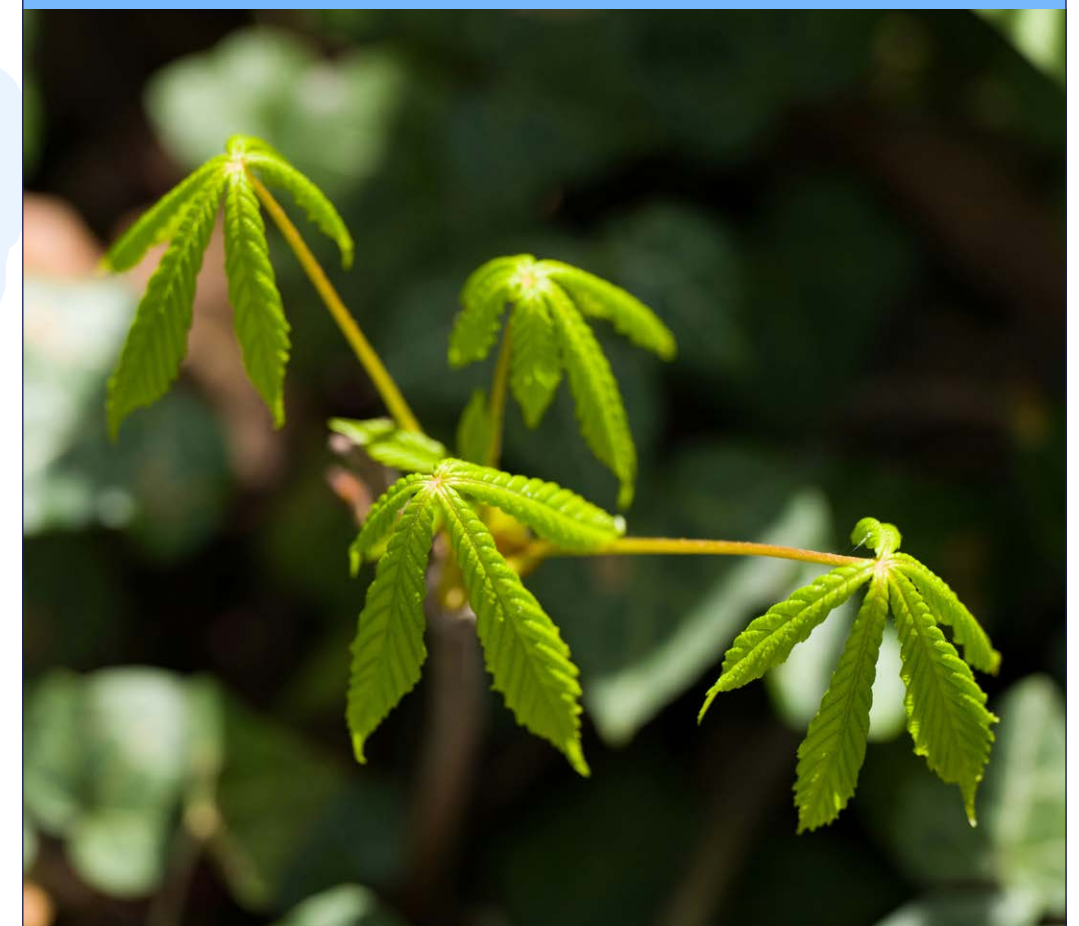
Includes sites operated by DCW and Cawleys

Green bond

Sustained high levels of investment require consistently strong financial performance and the confidence of lenders and investors.

Having successfully issued two rounds of Euro bonds in 2022, our parent SUEZ Group followed up with **its first sterling Green Bond** in autumn 2023, highlighting its commitment to embedding sustainability into its financing plan.

The 20-year term of the bond strengthens the Group's financial structure by extending the average maturity of its debt. Strong investor demand meant the issue was oversubscribed. Part of the £600 million raised refinanced the acquisition of the SUEZ recycling and recovery UK business, which returned to the Group following the UK Competition and Markets Authority's decision to block its sale in 2022.





Appetite for investment

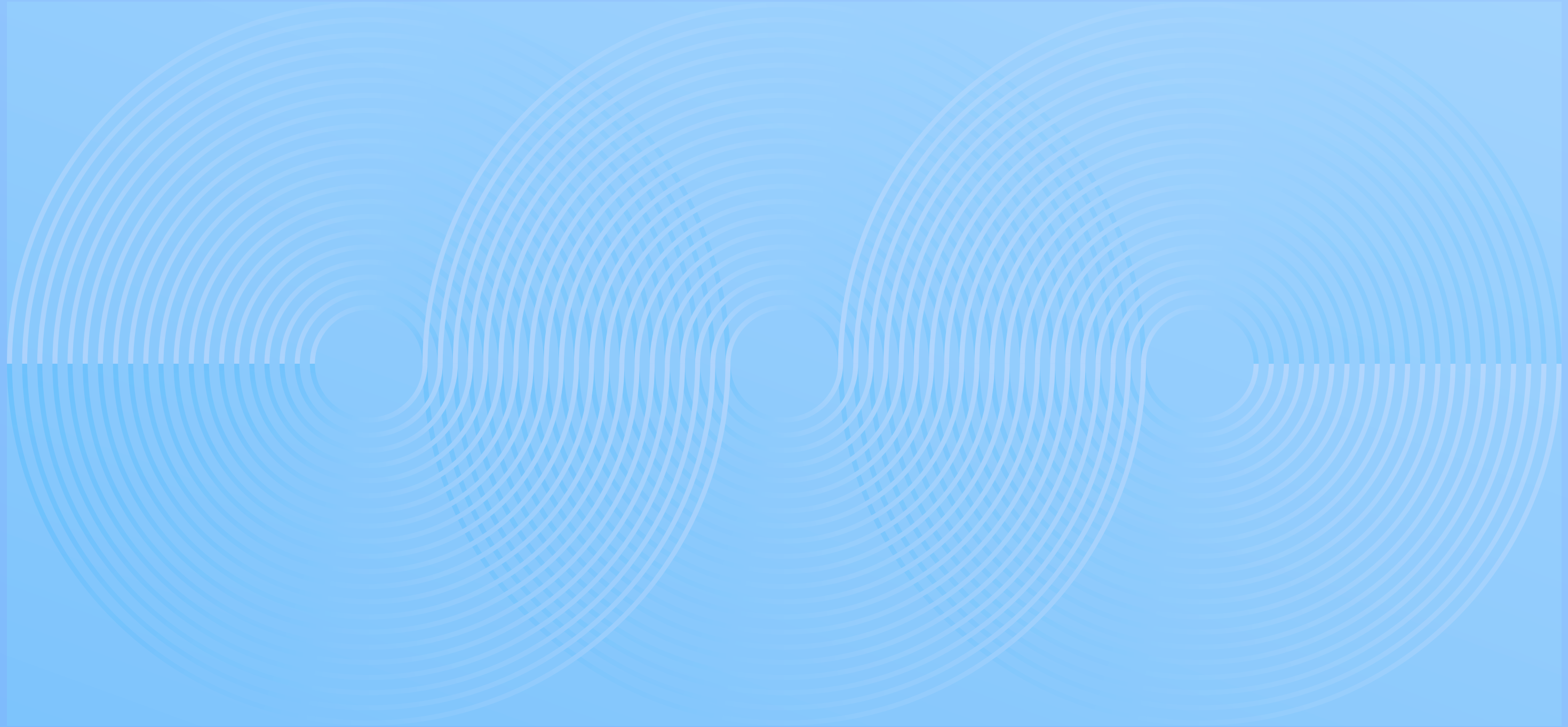
Already a valuable solution for treating food waste, the onus on anaerobic digestion has increased following the UK government's decision to make the separation and collection of this waste stream mandatory from 2025.

Anaerobic digestion technology breaks down organic waste in an airless vessel to produce biomethane gas fuel and a residue used as soil improver. SUEZ already operates one anaerobic digestion facility in Surrey and is planning further facilities.

In February 2023, Blackburn with Darwen Borough Council [approved our application for a facility](#) in our resource recovery park that would produce enough biomethane every day to power almost 7,000 homes. This was followed in July 2023 by the grant of planning permission for a similar facility at Ellington near the Ashington colliery in Tyne and Wear. A further application was made after the year's end [for a facility in Beddington](#), south London.



Performance data



PERFORMANCE

People

Human resources

	2021	2022	2023	SDG
Total employees	Nº 5,733	5,581	6,069	8
Total male employees	Nº 4,867	4,684	5,117	3
Total female employees	Nº 866	897	979	3
Percentage of women in management positions	% 25	26	28	16
Veterans employed (ex military)	Nº 232	288	320	16
Apprentices employed	Nº 55	46	53	16
People achieved 10-year service in the year	Nº 129	139	144	8
People achieved 20-year service in the year	Nº 47	46	65	8
People achieved 30-year service in the year	Nº 12	9	9	8
★ People achieved 40-year service in the year	Nº		1	8
★ Pulse engagement score	Nº		65	8
Total training	hrs 70,280	67,336	77,329	4
★ Voluntary work with local associations and causes by SUEZ employees	hrs	6,538	5,838	2 4 14 15 17
People trained in first aid for mental health awareness	Nº 204	151	170	3

Health and safety

	2021	2022	2023	SDG
RIDDOR incidence rate	Nº 396	515	320	3
Injury severity rate	Nº 124	172	107	3
Injury frequency rate	Nº 7.36	9.03	5.29	3
H&S prosecutions	Nº 0	0	0	16
H&S improvement notices	Nº 0	0	0	16
Prohibition notices	Nº 1	0	0	16
Safety in Mind conversations	Nº 37,527	42,827	50,680	3
Vigiminutes (dynamic risk assessments)	Nº 14,069	15,041	19,585	3
Managerial safety visits undertaken	Nº 733	577	810	3
❖ Near misses reported	Nº 13,304	7,590	6,954	3
★ Hazards reported	Nº	4,821	6,693	3
★ Fire incidents (including the identification of materials that could cause a fire)	Nº	633	830	3

SUSTAINABLE DEVELOPMENT GOALS (SDG)



→ www.un.org/sustainabledevelopment

★ New indicator ❖ Revised indicator

► Includes data from acquisition of F&R Cawley Ltd and Devon Contract Waste Ltd

► Includes data from acquisition of Devon Contract Waste Ltd

People

Social value

	2021	2022	2023	SDG
Social value ratio	£ 2.22	2.05	2.06	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17
Total social value	£B 2.18	2.59	2.71	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17
Societal benefit of social impact	£M 146.12	162.88	177.30	2 3 4 5 10
Societal benefit of environmental impact	£M 267.58	230.72	249.16	6 7 12 13 14 15
Societal benefit of economic impact	£B 1.77	2.20	2.28	1 8 9 11 16 17

Communities

	2021	2022	2023	SDG
Monies contributed to good causes	£M 4.24	3.80	5.16	1 3 10 11 14 15 17
Projects supported by SUEZ Communities Trust (England)	Nº 57	48	78	1 3 10 11 14 15 17
Monies granted/contributed by SUEZ Communities Trust (England)	£M 1.55	1.5	2.25	1 3 10 11 14 15 17
Projects supported by SUEZ Communities Trust (Scotland)	Nº 36	20	29	1 3 10 11 14 15 17
Monies granted/contributed by SUEZ Communities Trust (Scotland)	£M 1.06	0.52	0.72	1 3 10 11 14 15 17
Projects supported by Lancashire Environmental Fund	Nº 60	68	58	1 3 10 11 14 15 17
Monies granted/contributed by Lancashire Environmental Fund	£M 1.17	1.33	1.54	1 3 10 11 14 15 17
Recycle 4 Greater Manchester Community Fund and donation to the Greater Manchester Mayor's Charity Fund	£ 320,000	320,000	320,000	1 3 10 11 14 15 17
Monies granted/contributed by SUEZ Doncaster Environment Fund and Forum	£ 15,000	15,000	15,000	1 3 10 11 14 15 17
Monies granted/contributed by SUEZ to St Dennis and Nanpean Community Trust	£ 67,880	70,551	99,493	1 3 10 11 14 15 17
Monies granted/contributed by Kirkby Neighbourhood Community Fund	£ 55,000	55,000	55,000	1 3 10 11 14 15 17
★ Monies granted/contributed by SUEZ to Somerset SWEEP Fund and Somerset Contract Fund Commitments			161,052	1 3 10 11 14 15 17
★ Monies granted/contributed by SUEZ to Surrey Revive			10,624	1 3 10 11 14 15 17
★ Monies granted/contributed by SUEZ sponsorships			295,304	1 3 10 11 14 15 17
Visitor centres	Nº 13	12	12	4 11 12
Monies raised for charity	£ 181,689	113,765	219,421	1 2 3

SUSTAINABLE DEVELOPMENT GOALS (SDG)



→ www.un.org/sustainabledevelopment

★ New indicator ❖ Revised indicator

▶ Includes data from acquisition of F&R Cawley Ltd and Devon Contract Waste Ltd ▶ Includes data from acquisition of Devon Contract Waste Ltd

Planet

Environmental compliance

		2021	2022	2023	SDG
Sites permitted by Environment Agency (England) and Natural Resources Wales (Wales)	Nº	295	291	294	16
Sites in compliance bands A and B	Nº	291	286	290	16
Percentage of sites in bands A and B	%	98.6	98.3	98.6	16
Sites in band C and D	Nº	4	5	4	16
Percentage of sites in band C and D	%	1.4	1.7	1.36	16
Average score per compliance assessment report	Nº	0.49	0.54	0.35	16
Sites permitted by Department of Local Government and the Environment (Isle of Man)	Nº	1	1	1	16
Sites permitted by Scottish Environmental Protection Agency (Scotland)	Nº	15	14	16	16
Environmental enforcement notices issued	Nº	0	0	0	16
Environmental prosecutions received	Nº	0	0	0	16

Carbon

		2021	2022	2023	SDG
★ Fuel consumption	kl		24,079	24,470	12
★ Gas consumption	MWh		13,078	10,476	12
★ Electricity consumption	MWh		52,225	56,083	12
★ Mains water consumption	m³		1,250,980	1,480,477	12
❖ Scope 1 direct greenhouse gas emissions	tCO _{2e}	995,333	922,849	957,181	13
❖ Scope 2 indirect greenhouse gas emissions (location based)	tCO _{2e}	14,030	10,107	11,623	13
Scope 2 indirect greenhouse gas emissions (market based)	tCO _{2e}	-	-	-	13
❖ Scope 3 indirect greenhouse gas emissions	tCO _{2e}	430,843	402,541	494,230	13
★ Scope 3 indirect greenhouse gas emissions (including combustion emissions)	tCO _{2e}			1,026,037	13
Total emissions (location based)	tCO _{2e}	1,440,206	1,335,498	1,463,034	13
Total emissions (market based)	tCO _{2e}	1,426,176	1,325,390	1,451,411	13
Emission per tonne handled (location based)	tCO _{2e}	0.12	0.11	0.13	13
Emission per tonne handled (market based)	tCO _{2e}	0.12	0.11	0.13	13
❖ Avoided greenhouse gas emissions	tCO _{2e}	2,026,617	2,049,038	1,992,690	13
❖ Net emissions (location based)	tCO _{2e}	-586,411	-713,540	-529,656	13
❖ Net emissions (market based)	tCO _{2e}	-600,441	-723,648	-541,279	13
❖ Emission avoided per tonne of carbon emitted (location based)	tCO _{2e}	1.41	1.53	1.36	13
❖ Emission avoided per tonne of carbon emitted (market based)	tCO _{2e}	1.42	1.55	1.37	13

★ New indicator ❖ Revised indicator

▶ Includes data from acquisition of F&R Cawley Ltd and Devon Contract Waste Ltd ▶ Includes data from acquisition of Devon Contract Waste Ltd

SUSTAINABLE DEVELOPMENT GOALS (SDG)



→ www.un.org/sustainabledevelopment

Planet

Energy

		2021	2022	2023	SDG
Total electricity generated	MWhe	1,750,132	1,637,241	1,672,348	7
Electricity generated from landfill	MWhe	282,604	242,493	235,808	7
Electricity generated from energy-from-waste, gasification and anaerobic digestion	MWhe	1,467,528	1,394,748	1,435,953	7
Electricity generated from wind and solar	MWhe	149	145	587	7
Thermal energy generated	MWth	322,198	246,223	343,191	7

Biodiversity

		2021	2022	2023	SDG
Land restored	ha	16	1	57.2	15
Trees planted on SUEZ sites	Nº	26,010	22,029	9,665	15
★ Trees planted in the local community (excluding SUEZ sites)	Nº		1,208	754	15
Hedges planted	m	955	40	-	15

Waste

		2021	2022	2023	SDG
Total waste collected	k t	1,698	1,580	1,640	12
Municipal waste collected at kerbside	k t	683	601	668	12
Municipal waste collected at household waste recycling centres	k t	587	531	567	12
Industrial and commercial waste collected (including sub contract)	k t	428	447	405	12
Total transferred and treated through our facilities	k t	10,297	10,140	9,896	12
Total sent for treatment	k t	8,268	8,304	8,073	12
Total diverted from landfill for re-use, recycling or recovery	k t	6,765	6,715	6,670	12
Total treated by SUEZ facilities	k t	5,654	5,599	5,284	12
Total treated or transferred by 3rd parties	k t	2,614	2,705	2,789	12
Total sent for re-use	t	2,079	3,027	4,108	12
Total items sent for re-use	Nº	418,824	390,944	509,550	12
Total sent for recycling	k t	914	800	762	12
Total food/green waste sent for recycling	k t	458	633	676	12
Total sent for recovery	k t	5,391	5,471	5,192	12
Total sent for disposal	k t	902	980	916	12
Total other waste sent for treatment	k t	601	609	487	12
Compost produced	k t	71	73	77	12
❖ Alternative fuels produced	k t	1,181	1,201	1,119	12

SUSTAINABLE DEVELOPMENT GOALS (SDG)

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★ New indicator ❖ Revised indicator

▶ Includes data from acquisition of F&R Cawley Ltd and Devon Contract Waste Ltd

▶ Includes data from acquisition of Devon Contract Waste Ltd

Profit

Financial

		2021	2022	2023	SDG
▶ Annual turnover	£M	927.7	1,003.59	1,037.32	8
Investment in facilities, research and development	£M	18.5	22.89	25.75	9 11
Landfill tax recovered	£M	39.4	41.21	36.39	17
▶ Total supply chain spend	£M	454.4	608.0	712.5	8
▶ Supply chain SME spend	£M	269.5	355.2	406.1	8
▶ Supply chain SME spend as percentage	%	59	58	57	8
▶ Voluntary, community and social enterprise spend	£	494,720	968,678	1,121,371	8

Services

		2021	2022	2023	SDG
Municipal contracts	Nº	10	9	9	11 12 17
Households served by municipal collections or treatment services	Nº	9,459,600	10,457,342	10,313,787	11 12 17
Households served by municipal collections	Nº	841,500	771,929	917,100	11 12 17
Households served by municipal treatment services	Nº	8,731,100	9,801,157	9,749,287	11 12 17
Treatment contracts	Nº	65	84	72	11 12 17
Total local authority contracts	Nº	75	93	81	11 12 17
▶ I&C customers	Nº	24,636	24,462	32,451	11 12 17
I&C customer lifts (inc. subcontracted)	Nº	6,336,396	6,423,200	6,203,421	11 12 17
Collection visits to I&C customers	Nº	3,426,417	3,321,554	3,166,680	11 12 17
I&C lifts per visit	Nº	1.85	1.93	1.96	11 12 17
Customer satisfaction score	%	84	85	86	8
Customer effort score	%	78	81	83	8

Education

		2021	2022	2023	SDG
External webinars facilitated	Nº	28	13	17	7 12
External webinar attendees	Nº	3,560	2,211	3,479	12

★ New indicator ❖ Revised indicator

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SUSTAINABLE DEVELOPMENT GOALS (SDG)



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Profit

Infrastructure		2021	2022	2023	SDG	
	Operational non-hazardous landfill sites	Nº	5	4	4	7 12
	Operational landfill sites accepting wastes for restoration / recovery activities	Nº	4	5	6	12
	Closed landfill sites	Nº	74	76	73	12
▶	Transfer stations (permitted)	Nº	81	79	85	12
	Composting sites	Nº	6	5	5	12
	Materials recycling facilities (permitted)	Nº	15	14	12	12
	Household waste recycling centres	Nº	115	112	112	12
	Re-use shops	Nº	29	30	30	12
❖	Energy-from-waste facilities	Nº	11	11	11	7 12
	Solid recovered fuel facilities	Nº	2	2	2	12
	Wood processing facilities	Nº	6	6	6	12
★▶	Alternative fuel production sites (excluding wood / solid recovered fuel)	Nº		18	18	12
	Street sweepings recycling facilities	Nº	3	3	3	12
	Anaerobic digestion facilities	Nº	1	1	1	7 12
★▶	Battery recycling facilities	Nº			1	12
★	Depots	Nº		62	61	7 12
★	Integrated solutions sites	Nº		18	18	12
	Vehicles (O-licence)	Nº	947	918	1,034	11
	Electric vehicles (O-licence)	Nº	1	2	6	11
▶	Vans	Nº	379	304	483	11
▶	Electric vans	Nº	5	25	50	11
▶	Cars	Nº	258	286	439	11
▶	Electric cars	Nº	178	234	365	11
	Operator compliance risk score (OCRS)	Nº	8 licences (all green)	8 licences (all green)	8 licences (all green)	16
	Fleet prosecutions	Nº	0	0	0	16
	Fleet public enquiries	Nº	0	0	0	16
	Prohibitions (PG9s)	Nº	2	2	3	16
	MOT pass rate	%	98	96.87	96.82	16

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SUSTAINABLE DEVELOPMENT GOALS (SDG)



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