



Supporting a net zero world

# Sustainability report 2020



# Sustainability highlights

Our safety performance improved, with our Total Reportable Injury Rate decreasing by **28%**.

We hosted our first **diversity and inclusion** conference, bringing together employees from across the organisation.

We reduced our carbon emissions by **9%** compared to 2019 (scope 1 and 2).

We reduced our water consumption by **10%** compared to 2019.

Our global education programme reached more than **76,000** schoolchildren.

We again met **100%** of our customer deliveries.

We enriched enough uranium to generate an estimated **780,000 GWh** of electricity from nuclear power, avoiding approximately **320 million** tonnes of carbon emissions.

We conducted an enhanced materiality assessment to inform our **refreshed** sustainability strategy.

Approximately **two million** patient treatments were performed using medical radioisotopes produced from our enriched stable isotopes products.

## Our sustainability vision:

Urenco is committed to contributing to a sustainable net zero future. We will operate safely and form partnerships with our supply chain to deliver measurable positive impact for our people, our communities and help the world to decarbonise.

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# Report from the Board Sustainability Committee



The Board is proud of Urenco's role in facilitating low carbon electricity generation for consumers around the world. Sustainability is integral to everything Urenco does, and the Board Sustainability Committee closely monitors progress against key performance indicators (KPIs) at our meetings throughout the year.

During 2020, my fellow Committee members and I have continued in our commitment to oversee and help drive forward sustainability across Urenco. Throughout the COVID-19 pandemic, our focus has been to ensure the physical and mental wellbeing of our employees, and the continued safe and secure operation of our sites. Despite a challenging year, sustainability performance was strong.

Urenco's safety performance improved. We recorded one Lost Time Injury and continued our safety efforts across the organisation with health and safety being our top priority. Urenco strives to make further improvements and aims to achieve the 'interdependent' stage of the DuPont Bradley Curve, taking personal accountability for our safety and the safety of others.

The company met its targets of zero missed deliveries and zero customer complaints. We were pleased to report no interruption to either operations, logistics or the supply chain as a result of the pandemic in 2020.

Furthermore, improvements were seen on three out of four environmental KPIs, a positive trend that will help Urenco achieve its ambition of net zero carbon emissions in advance of 2040 (page 33).

In 2020, Urenco's performance was also on target with respect to asset integrity, with continuous improvement plans in place for next year.

In addition, we have laid solid foundations in our commitment to becoming a more diverse and inclusive organisation. Towards the end of 2020, I was invited to participate in the annual Employee Forum (page 27), and a key area of discussion was diversity and inclusion, as well as organisational culture.

Urenco's initial focus has been on increasing the gender balance across the organisation. There was a small increase in the percentage of senior roles held by women compared to 2019, although continued focus is required to achieve the company's target of 20% by the end of 2025.

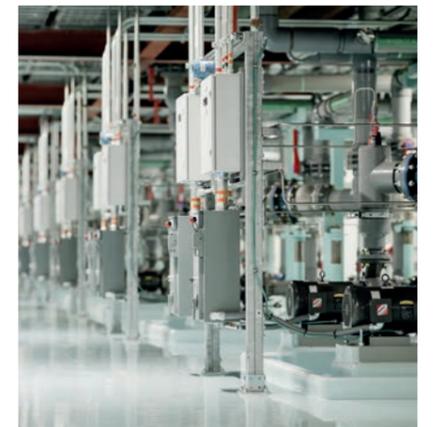
With a stretch target of 100,000, we are pleased to report that Urenco's digital education resources reached more than 75,000 schoolchildren in 2020. Due to the pandemic, Urenco had to postpone its 2020 programme of physical events, which meant the target of reaching 8,000 school children was unfortunately not met.

Another key sustainability commitment is responsible uranium stewardship. In 2020, Urenco Nuclear Stewardship won a new waste management contract (page 16), and Urenco's Tails Management Facility (page 17) received a Licence Instrument to commence active commissioning – an important milestone that will help us to manage our obligations as part of the nuclear fuel cycle.

In addition to monitoring Urenco's progress in 2020, the Board was involved in the refresh of the company's sustainability strategy. The refreshed strategy has been built on three fundamental building blocks which provide a greater focus and transparency on the key areas of 'environmental impact', 'social impact' and 'governance and ethics'. In this respect, it will support Urenco's business objectives and long term success, and demonstrate our commitment to a net zero world, both in terms of the services we provide and the way in which we conduct our day-to-day activities. For further information see pages 5 and 32.

## Miriam Maes

Chair of the Board Sustainability Committee



# Chief Executive Officer's statement



Current energy challenges are dominated by the climate crisis and the need to decarbonise our economies. There is a growing global consensus on the need to significantly and urgently reduce CO<sub>2</sub> emissions. Many countries and businesses are now setting net zero targets, some as soon as 2050 – less than 30 years from now.

Nuclear power can and should play an important role in the clean energy transition. Achieving a sustainable energy system and meeting our ambitious climate targets will be much harder without existing nuclear power and investment in new nuclear. This is being increasingly recognised and accepted around the world, with the UK, France, the USA and Canada among the countries announcing funding for nuclear in the past year, and several others, such as the Netherlands, considering enhancing their capacity.

I believe that, for electricity systems with a significant renewables component in the mix, seasonal storage is needed due to the intermittency issue. Therefore, we are currently seeing the first countries starting to develop hydrogen or power-to-gas concepts as alternatives. Also, some sectors, such as haulage, steel production or cement production, will be very difficult to decarbonise without hydrogen and perhaps other synthetic fuels, and nuclear can assist with their efficient and low carbon production.

I strongly feel that nuclear power perfectly complements energy generated from renewables in a net zero world and the uses of hydrogen for the decarbonisation of several sectors. These three technologies belong together and they are the future of energy systems.

In 2021, the United Nations Climate Change Conference (COP26) will be held in the UK. It will be important for the nuclear industry to participate in the

dialogue and debate to clearly articulate that nuclear power is a critical part of the solution for climate change, and Urenco will support this. We will continue to facilitate the decarbonisation of the world's electricity grids, the journey to net zero carbon emissions and a 'green recovery' from the pandemic.

To further support this, in 2020 we refreshed our sustainability strategy to confirm it aligns with the new business strategy (see page 12 in our Annual Report 2020), stakeholder expectations and the ongoing evolution of sustainability management.

This included an enhanced review of material issues and a considered assessment of how we can better contribute to the targets underlying the United Nations Sustainability Development Goals. For further information on Urenco's refreshed sustainability strategy, see page 32.

**Boris Schucht**  
Chief Executive Officer

Urenco's sustainability performance in 2020 was strong, despite the COVID-19 pandemic. I would like to thank all employees for their commitment to the company and their hard work during the challenging times that the pandemic has brought.



# Key performance indicators

Focus area	Target	2020 performance against target
Health and safety, safeguards and security	Annual reduction in Total Reportable Injury Rate (TRIR: LTIs/MTIs per 200,000 hours worked)	-28% (TRIR 2020: 0.28. TRIR 2019: 0.39)
Supplier of choice	Zero missed deliveries	0
	Zero customer complaints	0
Environmental impact	Annual reduction in electricity use	-2%
	Annual reduction in water use	-10%
	Annual reduction in radioactive material for disposal generated from operating plants	+24%*
	Annual reduction in conventional waste sent to landfill/incineration**	-3%
Asset integrity	5S good housekeeping score: >85%	92% (average across sites)
Employee engagement	Percentage of female job holders in top A-C roles by 2025: ≥20%	17%
Community engagement	Physical workshops: 8,000 children	1,002
	Digital downloads: 100,000 children (stretch target)	75,150

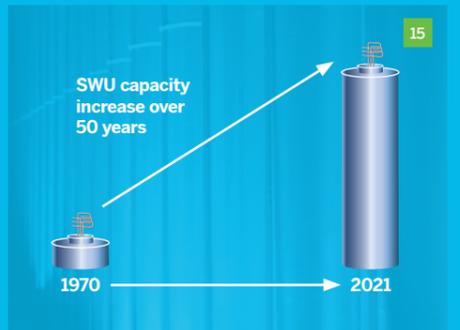
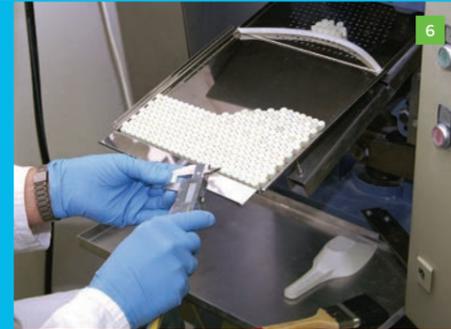
\* Increase mostly due to progressing active commissioning of our Tails Management Facility. Further information is available on page 24.  
 \*\* Covers hazardous and non-hazardous waste from our four enrichment facilities and head office in Stoke Poges, UK.



# 50 YEARS

## 50 years of Urenco

On 4 March 2020, we celebrated the 50th anniversary of our organisation's founding treaty – the Treaty of Almelo. We marked this through celebrations with employees, reflecting on the importance of our treaty commitments, successes to date and future innovations.



**Image index**

1. Treaty of Almelo signed 1970
2. Construction of first enrichment plant at Urenco Nederland 1970
3. Construction of first enrichment plant at Urenco UK 1970
4. Production started at Urenco Deutschland 1985
5. US marketing office opened 1985
6. Urenco Stable Isotopes production 1991
7. Urenco's US facility, UUSA, opened 2010
8. 100% delivery record
9. More than 250 million SWU now delivered
10. Urenco Nuclear Stewardship operations commenced 2012
11. Tails Management Facility construction completed 2019
12. Expansion of Urenco Stable Isotopes 2020
13. Richie programme reached more than 250,000 students worldwide by 4 March 2020
14. Image from Urenco 50 years animation
15. SWU capacity increase over the years

# About Urenco

Urenco is an international supplier of enrichment services and fuel cycle products with sustainability at the core of our business. Operating in a pivotal area of the nuclear fuel supply chain for more than 50 years, we contribute to a sustainable net zero carbon future.



### Who we are

Urenco was founded in 1971 following the signing of the Treaty of Almelo by the Dutch, German and UK governments in 1970. The company is incorporated as a limited company in the UK and is one-third owned by the UK Government, one-third by the Dutch Government, and one-third is split equally between RWE and E.ON, two German utilities. The company has no minority shareholders. The Treaty of Almelo establishes robust safeguards to protect our technology from misuse and proliferation.

As Urenco has grown, this international framework has been extended through treaties with the USA and France. A Joint Committee, comprising representatives from all three governments, oversees adherence to these principles, but does not engage in the company's day-to-day operations.

We are the only commercial enrichment company operating four facilities in four different countries – in the UK, Germany, the Netherlands and the USA.

### How we do it

Our purpose, vision, mission and values drive our strategic objectives and help define the culture of our organisation.

To achieve our mission, it is of paramount importance that all employees adopt and uphold the company's high ethical standards at all times. These standards ensure we carry out our business professionally, fairly and with complete integrity. Urenco has an organisation-wide Code of Conduct, which sets out a series of non-negotiable behaviours for our employees. The Code includes our zero tolerance approach to bribery and corruption, and our commitment to upholding human rights in all areas of our business.

Our Code of Conduct is available at:

[urencocompany.com/investors/corporate-governance/code-of-conduct](https://www.urencocompany.com/investors/corporate-governance/code-of-conduct)



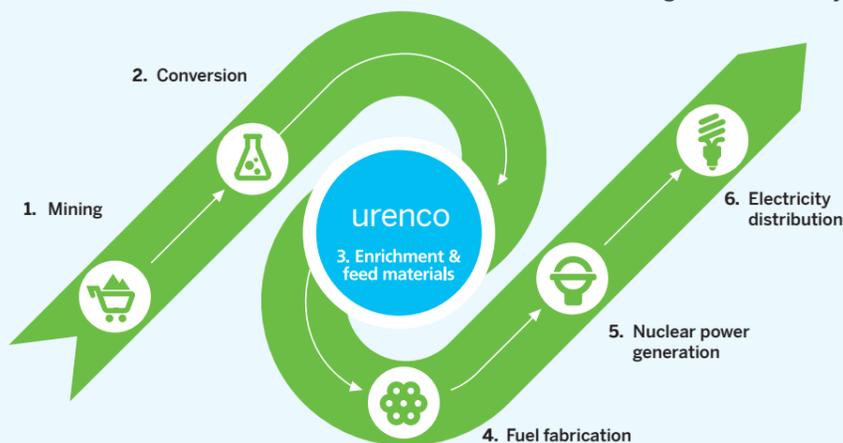
### What we do

We provide enrichment services and fuel cycle products for the civil nuclear industry, facilitating low carbon electricity generation for consumers around the world.

In the uranium fuel cycle there are miners of uranium ore; processors who treat this to extract uranium oxide; converters who change uranium oxide into uranium hexafluoride; enrichers, such as Urenco, who increase the proportion of the Uranium-235 isotope; fuel fabricators who turn enriched uranium into fuel rods; and utility companies who use fuel rods in nuclear reactors to generate electricity.

Urenco's role is to spin the uranium hexafluoride in centrifuges to separate out the heavier and lighter isotopes. The uranium hexafluoride with the higher proportion of the Uranium-235 isotope (enriched uranium) is sent to make fuel rods. The uranium hexafluoride with the lower proportion of the Uranium-235 isotope (depleted uranium, known as 'tails') is stored on site. Our Tails Management Facility (page 17) is dedicated to the responsible and sustainable management of nuclear materials, and deconverts the tails back to uranium oxide for long term storage for future enrichment or final disposal.

We also employ our centrifuge technology to produce stable isotopes (page 21) for medical, industrial and research applications. Each year, approximately two million patient treatments are performed using medical radioisotopes produced from Urenco's enriched stable isotopes products.



**Our purpose** To be viewed as a respected, resilient and trusted supplier, believing that nuclear power is an essential part of the energy mix toward a more sustainable future. Through the use of our technology and expertise, we have a duty to help ensure everyone has the energy to succeed.

**Our vision** To be a trusted leader in meeting the world's demand for sustainable energy.

**Our mission** Through the expertise of our people, our technology and our portfolio of products and services, we play an essential role in delivering the energy to succeed.

**urencocompany.com**  
The Energy to Succeed

**Our values**

Safety

Integrity

Leadership

Innovation

Sustainability

# Sustainability focus areas

In 2020, our sustainability strategy focused on six key focus areas:

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Find out more about how we determined our focus on these areas on page 40.



## Health and safety, safeguards and security

Health and safety, safeguards and security are critical to the long term wellbeing of our people, our wider stakeholders and our business as a whole. To ensure we deliver on our commitments, we drive continuous improvement in our policies, processes and performance.

**“Urenco’s core value is safety. Throughout the COVID-19 pandemic, our priority has been to ensure the health and safety of our employees and contractors. We have put measures in place to prevent and mitigate the risks associated with the pandemic, and our employees are taking personal accountability for their safety and the safety of others.”**

Jenise, Health and Safety Sustainability Champion

### Employee and contractor health and safety

Safety data is reported to the Managing Directors (MDs), Executive Committee, Sustainability Committee and Board. This data covers everyone working on site, as we take the safety of all workers equally seriously, irrespective of whether they are employees of Urenco.

In 2020, there was one Lost Time Injury (LTI), four Medical Treatment Injuries (MTIs) and one Restricted Work Case, resulting in a Total Recordable Incident Rate (TRIR) of 0.28 for more than four million hours worked. None of these related to an equipment failure or our product. The nature of the injuries varied, such as a cleaning contractor breaking their toe and another individual hitting their head on a door lock. Common to all was that the injuries could have been prevented through a thorough risk assessment of their physical conditions relative to the work activity. Examples of responses include raising awareness of the Hazard Identification and Risk Assessment Standard, and checking door jams to identify any protrusions.

Our TRIR is an improvement on 2019 and we will strive to make further improvements. For example, we publish an overview of each injury on our intranet so employees can learn from the incident,

and understand the appropriate measures to take in accordance with the hierarchy of controls. The Health and Safety Working Group (HSWG) reviews incidents across the organisation to identify any shared factors. The findings are used to develop global action plans to prevent the recurrence of similar incidents in the future.

In 2021, we will conduct an organisation-wide survey of our employees’ and contractors’ perception of safety in order to measure our performance since our last safety survey in 2018. Following the survey, site action plans will be created to address areas in need of improvement.

### Global standards

Our safety policies and standards are equally applicable to everyone working at or visiting our sites, whether an employee of Urenco or not. Our Global Health and Safety Policy sets out our commitment to providing a safe work environment, which includes hazard identification and assessments, training, safety controls, tools and equipment, and other protective features needed to work safely. The Policy is supported by a set of Global Safety Standards, and the Annual Safety Plan, which identifies safety priorities for the year. All sites have supporting procedures or work instructions to align to the Group Policy and Standards and ensure regulatory compliance.

Four new Global Safety Standards were issued in 2020, covering confined space working, excavations, hot work (such as welding) and hazard identification. Our new contractor oversight standard, due to be published in 2021, will cover the safety aspects of the procurement, mobilisation and work activity stages of the contractor relationship.

Scope	Number of injuries		
	2018	2019	2020
Fatalities	0	0	0
Recordable work-related injuries*	6 (TRIR of 0.23)	9 (TRIR of 0.39)	6 (TRIR of 0.28)
Number of hours worked	5,285,970	4,616,557	4,227,296

\*TRIRs have been calculated based on 200,000 hours worked.

### Case study: Hazard identification and risk assessments

Hazard Identification and Risk Assessment is one of our Global Safety Standards, which sets out the five steps which should be completed before beginning a task, and the responsibilities of MDs, managers and workers (employees and contractors).

- Step 1**  
Identify the hazards
- Step 2**  
Decide who might be harmed and how
- Step 3**  
Evaluate the risks and decide on precautions
- Step 4**  
Record your findings and implement them
- Step 5**  
Review your assessment and update if necessary

Examples of such hazards include physical and ergonomic hazards, or hazards presented in non-routine or infrequent tasks. In Step 4, the identified hazards and control measures are incorporated into work packages, including pre-job briefings. Sites are required to follow the hierarchy of control, selecting the most effective available option and ensuring workers are trained in hazard identification and risk assessment. The risk assessment process incorporates reviews by subject matter experts with regard to safety related risks. All our sites have a stop work authority in place, whereby any employee or contractor is required to stop work immediately if they believe it to be unsafe, and report the concern, in accordance with our Code of Conduct.

Throughout the year, we carried out safety audits (page 25) and focused on the 'Principles and Traits of a Healthy Nuclear Safety Culture', as described by the World Association of Nuclear Operators. These are designed to develop and maintain a healthy nuclear safety culture, with the goal of creating a framework for open discussion and continuing evolution of safety culture throughout the commercial nuclear energy industry.

The HSWG meets weekly to ensure alignment on standards across the organisation, and identify trends, examine safety indicators and determine employee communications. The site HSWG representatives identify the safety topics for the site to focus on over the next period, including safety learnings from other sites. These are shared through departmental safety meetings and in the safety meetings conducted by our long term contractors. A weekly safety-related article on the intranet covers relevant safety topics.

All sites have employee safety committees, which meet routinely. Recommendations are taken to their site management team, as part of the continual improvement of the site's health and safety management system.

We use qualified external providers where appropriate to provide additional safety and wellness support to our employees. Each site has either on-site occupational health services available or access to local facilities. We also offer services promoting general health and wellness (page 29). For example, in the UK and the USA, employees have a free confidential helpline, with access to qualified counsellors to discuss issues such as stress, financial difficulties or childcare. As stated in our Code of Conduct, Urenco is committed to protecting the privacy of our people, including in relation to medical data, and all services are offered in confidence.

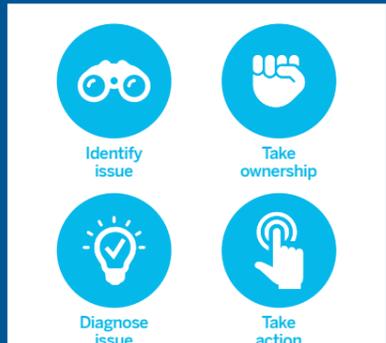
**A culture of accountability**  
Our desire is to continue progress towards the 'interdependent' stage of the DuPont Bradley Curve, taking personal accountability for our safety and the safety of others.



### Case study: Global safety month

At Urenco each year, we host a series of safety days, where each site focuses on specific safety activities. This year, all of the Urenco sites collaborated on a month long effort in October which examined the principles of accountability through all-hands meetings, videos and case study workshops. To accommodate COVID-19 safety restrictions, the activities were held virtually. They were designed to build a stronger culture of accountability for safety and provided examples of how employees can be responsible for safety, centred on identifying issues, taking ownership, diagnosing issues and identifying solutions, and taking action.

The key message was that we should all make the positive, proactive choice to take responsibility for our safety and that of others.



### Learning

To continue to build a strong and more interdependent safety culture, the HSWG in 2020 conducted a Common Cause Analysis of the 2019 MTI and LTI events across Urenco. The HSWG analysed these injuries to identify any common factors to help develop a global action plan to prevent additional safety incidents in the future. The Common Cause Analysis identified a number of measures for improvement, including: communication of new Global Safety Standards for conducting work and risk assessments, increased safety communications, improved work permitting documents regarding safety, and actions to improve our personal accountability for our safety and the safety of others. These were implemented in 2020, with oversight from the HSWG, followed by organisation-wide health and safety audits to evaluate our rate of progress and effectiveness.

### Training

One new metric we have introduced for 2021 is that a minimum of 1% of the total working time at each site (accrued by both employees and contractors) should be spent on safety meetings and training. Urenco provides general safety training to all new employees and contractors working on our sites. This covers topics such as environmental hazards, personal protective equipment, working at heights, and the stop work authority process, as well as the importance of documenting any incidents, near misses or other safety events through our global reporting system (ReAct).

We have also implemented minimum safety briefing requirements for all contractors visiting our sites, irrespective of what type of activity they will undertake. Workers also receive training specific to their role, such as electricity safety and ladder safety. For contractors not stationed at our sites and other business partners, we incorporate relevant safety requirements into contracts, such as how logistics suppliers should ensure the safe loading of lorries.



### COVID-19 measures

Throughout the pandemic, Urenco has closely monitored the outbreak of COVID-19 and assessed the potential risk to our employees, contractors, wider communities and operations.

As a global entity, preventative measures were aligned across the company. We deployed a Prevention Taskforce, creating a coordinated response with our Health and Safety, Human Resources and Procurement teams to ensure the safety of employees and contractors whilst maintaining their privacy regarding medical data. The Taskforce led the response with rapid adoption of face coverings, physical distancing requirements, postponement of our site tours and cancellation of non-essential travel.

They supported our employees as they adjusted to new work environments, changing safety requirements, staggered shifts, expanded work spaces and virtual meetings, all the while maintaining our business. We also created a Mitigation Taskforce, focusing on proactive planning for the continuity of operations. Our Recovery Taskforce is now leading with restrictions being eased gradually in line with government guidance. Everyone coming onto our sites for any reason must complete a symptom evaluation disclosure and temperature screening, and fulfil tracking and testing requirements. Additionally, all of our contractors have been required to declare their COVID-19 safety measures and maintain compliance with our requirements.

As well as physical safety, mental wellbeing has also been a key area of focus. Further information is available on page 29.

### Case study: Donation of face masks, overalls and aprons

At the start of the pandemic, Urenco shared personal protective equipment with our employees, and health workers in care homes, hospitals and other medical organisations.

This was supported by a generous gift from one of our customers, who kindly donated a large number of protective face masks to Urenco to show their support.



**"Thank you – it will make a huge difference to us in the coming months as we take care of patients and families suffering with COVID-19."**

Thames Hospice

### Nuclear materials management

Urenco is committed to continued investment in the responsible management of nuclear materials. We have two UK subsidiaries focused on this area:

- Urenco Nuclear Stewardship – focuses on decommissioning and waste management.
- Urenco ChemPlants – operates our Tails Management Facility (TMF), a £1 billion investment.

### Urenco Nuclear Stewardship

Urenco Nuclear Stewardship has been in operation since 2012. Its core expertise centres on waste management, decommissioning and long term storage of nuclear materials. It serves Urenco's requirements for these capabilities and utilises them to meet the needs of our customers.

#### Waste management:

Urenco Nuclear Stewardship has a new waste management facility and strong technical expertise in waste strategy, characterisation, packaging and transport. In 2020, it successfully secured a contract to manage, treat and dispose of metallic waste from UK nuclear facilities over the next four years.

### Decommissioning:

During the past eight years, Urenco Nuclear Stewardship has been contracted to deliver decommissioning projects for the Nuclear Decommissioning Authority (NDA). It is also responsible for decommissioning projects across Urenco.

### Urenco ChemPlants

**“The Tails Management Facility is a major investment for the company’s (Urenco) management of nuclear materials, providing for the deconversion and storage of the by-product produced by the enrichment process.”**

Moody’s Investors Service<sup>1</sup>

The TMF will convert the by-product of our main enrichment process, depleted uranium hexafluoride, into stable uranium oxide and hydrofluoric acid. Since much of the Uranium-235 has been removed by our processes, the uranium oxide is less radioactive than the original mined uranium. The uranium oxide will then be put into long term safe storage pending reuse or final disposal, and the hydrofluoric acid will be sold for use in various industries, such as semiconductor manufacturing and glass etching.

In 2020, Urenco ChemPlants received official written notification from the ONR granting a Licence Instrument to commence active commissioning of the tails deconversion plant within the TMF. The letter in November followed a visit by the ONR to the TMF the previous month, which involved two days of external reviews and was external validation of its readiness to operate. Uranium oxide production is expected to start in the first half of 2021.



### Case study: Cylinder management

On behalf of the NDA, Urenco Nuclear Stewardship stores more than 9,500 legacy cylinders, which date back to the 1950s and vary in condition.

They are now held securely in a safe and compliant environment and will be maintained for long term safe storage. Whilst the cylinders are in storage, our Asset Care team undertake regular inspections to record their current state and to catalogue those that may require additional attention.

During an inspection, our engineers identified two breached cylinders where the cylinder material had corroded. Utilising Urenco Nuclear Stewardship’s technical expertise, a seal was successfully applied to the breached cylinders using a methodology developed and tested in a workshop environment.

The procedure has ensured the integrity of these containers remains secure and safe, presenting no additional hazards, and will remain as such until they are processed.

The UK Office for Nuclear Regulation (ONR) and Environment Agency both welcomed Urenco Nuclear Stewardship’s innovative technique during a compliance audit.



### Case study: 7.5 million hours of safe working

In May, the TMF team achieved 7.5 million hours without a LTI. This milestone highlights the rigorous safety standards and effective safety culture, and is testament to the team’s continued commitment to ensuring safety remains the number one priority at all times.

Urenco’s CEO, Boris Schucht, presented the entire team with Urenco ChemPlants’ quarterly safety award in recognition of this achievement, and the commitment and flexibility shown during the pandemic.

A donation of £9,000 was also made to three charities, voted for by employees.



<sup>1</sup> Urenco’s credit rating reports are available at: [urenco.com/investors/credit-ratings](https://www.urenco.com/investors/credit-ratings)

### Regulatory and political landscape

In the countries where we operate, the political landscape greatly influences our industry. We regularly review potential changes in policy and consult with the relevant stakeholders to ensure our decisions are informed and reflect the interests of those who matter most to our business.

The nuclear industry is also highly regulated at both national and international levels. Urenco operates within a strict system of international legal agreements that ensure the peaceful use of nuclear energy worldwide, including the Treaty of Almelo, the Treaty of Washington and the Treaty of Cardiff. In addition, we adhere to the stringent inspection criteria set by national regulators, the International Atomic Energy Agency (IAEA) and Euratom.

Highlights from 2020 include:

- We finalised preparations for the UK's withdrawal from the European Union and European Atomic Energy Community (Euratom) treaty, and will continue to build on the strong cooperation between our regulating governments, both inside, and now outside, the EU. For more on our Brexit preparedness, please see our Annual Report 2020 (page 18).
- Our Director of Government Affairs (European Union) was appointed as Chair of FORATOM's overarching policy framework steering group and Vice-Chair of its Sustainability Policies Working Group. In this role, he will engage with decision makers on key energy topics, including the European Union's goal to be net zero by 2050.
- We welcomed the agreement between the US Department of Commerce and Russian nuclear supplier, Rosatom, on the level of uranium imports into the USA from 2021 until 2040. This agreement was supported by US Government legislation in December 2020.
- We continued to demonstrate our long term sustainable commitment to our operations in Germany and the positive contribution they make to the German economy, particularly in relation to the retention of skills and advanced technology.
- We were pleased with the UK Government's announcements, including the '10 Point Plan for a Green Industrial Revolution', which demonstrated nuclear power's role in a net zero future and supported the development of new generating capacity and innovative technology.
- In the Netherlands, we continued to monitor with interest the political debate on the energy transition and the potential enhanced future role of nuclear energy. We await the outcome of the Dutch Government's market consultation to examine the commercial interest in nuclear new build projects.

### Security

In addition to ensuring the non-proliferation of our enrichment technology and nuclear material, we are committed to protecting our physical assets, people, IT systems and infrastructure.

#### Physical security

Security is overseen by our Chief Operating Officer. We expect everyone at Urenco to take an active role in maintaining the security of our sites. All employees must have a certain level of security clearance, dependent on their role, and all new recruits receive a security induction when they join the company. The effectiveness of our security policies and arrangements is continually reviewed by the Security team.

In 2020, 82% of Urenco's security procedures were updated, with the remaining three due to be reviewed in 2021.

We continued to engage with our regulators in 2020 and periodically meet with the regulators to assess the effectiveness of Urenco's security measures, including regulatory inspections and security exercises. Furthermore, Urenco supports the IAEA and the World Institute for Nuclear Security to help further develop the nuclear security profession.

#### Information security

Like many organisations, Urenco is facing an ever-increasing threat to its information security. In this respect, a long term improvement programme was established in 2019 to drive comprehensive changes in the company's culture, processes and technology. To deliver this programme an Information Security Steering Group has also been set up, comprising senior leaders from across the business and led by our Chief Information Security Officer (CISO).

A key focus in 2020 was export control training. A bespoke e-learning course was created to raise awareness of where export controlled materials, components and technology may be encountered and what to do in such a situation. 98% of our workforce took this scenario-based course and passed the test. In 2021, we will continue our work around export controlled information with a new strategy designed to improve protection of this information and make reporting against our licence obligations more efficient.

In addition, Urenco recently participated as one of two pilots to determine how best to apply the UK National Cyber Security Centre's Cyber Adversary Simulation frameworks in the civil nuclear sector.

Our Chief Information Security Officer also chairs the UK Civil Nuclear Sector CISO Working Group. In this role, she supports the refresh of the UK Civil Nuclear Sector Cyber Strategy.

### Case study: Urenco debates the clean energy transition

In September, Urenco's CEO, Boris Schucht, contributed to the debate on the future of nuclear and its role in achieving decarbonisation efforts at the IAEA Scientific Forum.

His speech was given during the opening session of this prestigious event, with other speakers, including Director General of the IAEA, Rafael Mariano Grossi; Alok Sharma MP, Secretary of State for the Department for Business, Energy and Industrial Strategy and Chair of COP26 in Glasgow in 2021; and Dr Fatih Birol, Executive Director of the International Energy Agency.



The Forum is an annual event held in the margins of the IAEA General Conference.

### Case study: Security test

All employees are asked to report any suspicious activities, behaviours, situations or objects to their site Security team.

An organisation-wide security test was conducted in November which involved placing USB sticks around our sites to see whether the Security team would be alerted. The test was a success – none of the USB sticks were used and the Security teams at each site were notified.



As well as driving our own security efforts, we also support our peers to make the nuclear industry as a whole more resilient.

# Supplier of choice

We pride ourselves on the strength of our customer relationships and the quality, flexibility and reliability of our enrichment services and fuel cycle products.

**“In 2020, we again met 100% of our customer deliveries and provided the volume of enrichment services we forecast in advance of the COVID-19 pandemic. There was no interruption to either our operations, our supply chain or logistics.”**

Andrew, Supplier of Choice Sustainability Champion

### Supply chain management

Our responsible management of nuclear materials ensures we remain a trusted supplier of choice and helps us to facilitate low carbon electricity generation for consumers and business around the world.

We have long working partnerships with our direct suppliers. Before proceeding with a new contract, we conduct a detailed due diligence process, with a comprehensive review of risks, including any safety or other environmental, social and governance concerns. We send all our suppliers our Code of Conduct and expect them to abide by the law and universal ethical standards.

We have a programme of supplier audits which check that our direct suppliers continue to comply with our expectations and those of our customers. If not, we will issue a Request for Action. Our Commercial and site teams can also raise any concerns they have regarding our suppliers through our global reporting system, ReAct. We will then engage with the supplier, request remedial action and confirmation that this has occurred. After six months we will review again to ensure that the corrective actions have been effective. We also follow up during the next audit. We track the effectiveness of remedial actions across our supply bases and find that suppliers rarely repeat a mistake.

As a result of travel restrictions during the pandemic, we had to adapt our programme of supplier audits in 2020. Some were conducted remotely; however many were postponed following comprehensive consultation with our regulators. We stayed in regular contact throughout the year and will complete any outstanding audits as soon as it is safe to do so.

### Audits of nuclear fuel cycle suppliers in 2020

Number of new suppliers assessed	1 (100%)
Number of existing suppliers	29
Number of existing suppliers to be audited during 2020	14
Percentage of planned audits completed	26%
Percentage of suppliers issued with a Request for Action* who avoid a repeat of the issues (measured over three years)	96%

\* Raised through audits or via ReAct

Management of our supply chain extends to our customers and other business partners. We have clear rules of engagement that apply to all of our business dealings and we expect our partners to be transparent with us. We conduct due diligence processes for all new customers, and our Head of Audit and Risk reports to our Board Audit Committee in instances where we have declined to work with a company or in cases where extra controls are required. In addition, we have systems to monitor news feeds in real time, judicial decisions and other reporting to highlight any new information that could impact our risk assessment of a supplier.

We also take part in customers audits. Our customers place particular emphasis on safety, quality and environmental protection. They may ask us to comply with their own codes of conduct and likewise expect us to ensure the same standards of our suppliers, and send questionnaires requesting detailed sustainability data and management information. Some customers conduct periodic audits of our plants against the standards we have achieved, including:

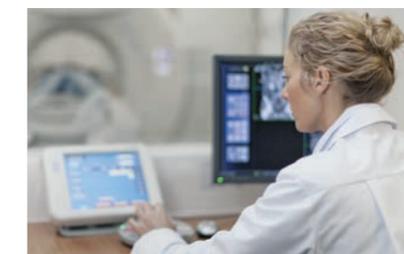
- ISO 9001:2015** (quality management),
- ISO 14001:2015** (environmental management), and
- ISO 45001:2018** (occupational health and safety management).

For more on our customers, please see our Annual Report 2020 (page 20).

### Innovation for society

#### Stable isotopes

Due to its versatility, our centrifuge technology is not limited to the separation of uranium isotopes. Our centrifuges can also be used for the separation of other isotopes – including cadmium, germanium, iridium, molybdenum, selenium, tellurium, titanium, tungsten, xenon and zinc – for medical, industrial and research applications.



#### Case study: Medical isotopes

Each year, approximately two million patient treatments are performed using medical radioisotopes produced from Urenco's enriched stable isotopes products. These radioisotopes enable medical professionals around the world to identify

diseases at an early stage, track disease progression, allow for accurate disease staging and provide predictive information about the likely success of alternative therapy options. Our medical radioisotopes are also used for therapeutic purposes and pain relief.



In 2021, we are looking to take a considerable step forward in the production of stable and medical isotopes. The growing market in this field has led us to expand our facility in the Netherlands to meet the demand, especially for products in the medical field. Other applications of our products are very varied and include

super-fast computer processing power and food absorption studies. We are looking forward to working with customers on new research and development projects, producing high quality, cost-efficient products and solutions that will change lives.

#### Case study: Customer audit of Urenco Deutschland

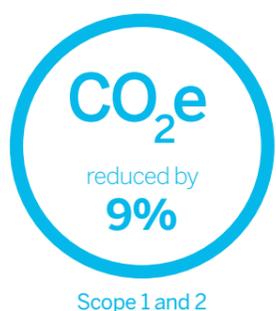
In November, a customer audit was held at Urenco Deutschland (UD). The audit involved comprehensive presentations and discussions by colleagues from both the site and Head Office.

The auditor praised the transparency and flexibility shown by Urenco in the audit. The systematic connection between UD's stakeholder analysis and the continuous improvement plan, the excellent status of preventative maintenance work, and the site's ideas management programme were assessed as three areas of particular strength.

We welcome all feedback and were pleased to have some areas for improvement suggested, such as catching up on deferred training courses as soon as possible after the pandemic.

# Environmental impact

We are committed to minimising our impact on the environment with initiatives to reduce our carbon emissions, water usage and waste.



### Energy efficiency and reducing our carbon footprint

In 2020, our total energy use and total emissions (scope 1 and 2) fell by 2% and 9% respectively, on a like-for-like basis. Office closures due to the COVID-19 pandemic had a negligible effect on our energy consumption and carbon figures. The majority of our energy use and emissions relate to our core enrichment services, and these continued to operate as normal despite the outbreak.

Our Energy Savings Group promotes energy efficiency across our sites, with a particular focus on electricity usage, which accounts for more than 93% of our total carbon emissions (scope 1 and 2). Our electricity consumption across all four enrichment facilities reduced by a

further 2% in 2020. This was mostly due to efficiency measures at our sites in the Netherlands, the UK and Germany, and continuing installation of LED lighting and pump speed optimisation at our UK site.

In a quest for further energy saving possibilities, at our Dutch site a drone has been purchased to perform infrared scans of the buildings. Heat emissions will be identified, examined and diminished through the new tool, which employees have been trained and certified to operate. In addition, gas consumption will be reduced from next year through an improvement to the air humidification system in the Recycling Centre, replacing the current gas-powered unit with a modern electric solution.

In 2020, we enriched enough uranium to generate an estimated 780,000 GWh of electricity from nuclear energy, avoiding approximately 320 million tonnes of carbon emissions.



### Case study: Hydrogen study

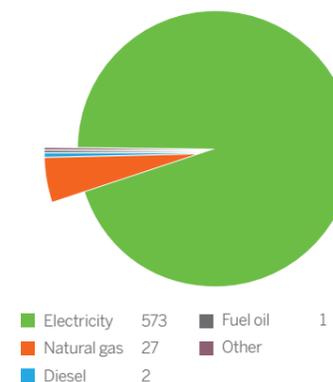
In 2020, Urenco participated in a multi-client study, published by Aurora Energy Research, on the role of hydrogen in meeting the UK's net zero targets.

We will continue our support in 2021 by commissioning a follow-up study, in collaboration with the IAEA and EDF Energy, focused on the nuclear industry's contribution towards hydrogen production and net zero targets. In this subsequent study, Aurora will model what can be achieved in the UK energy transition if there is policy support for nuclear and nuclear innovation.

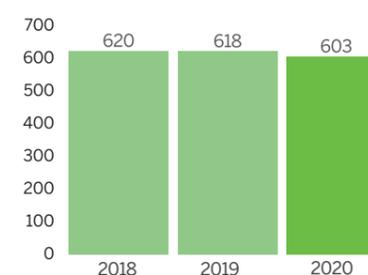
The results of this study will be announced around COP26.



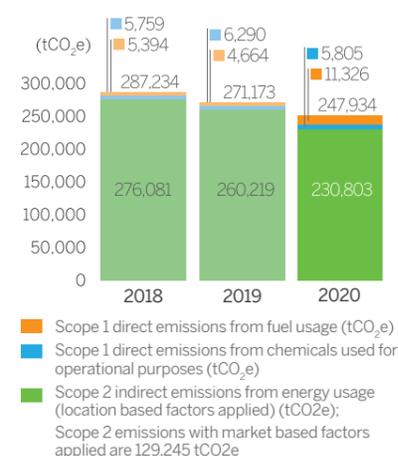
2020 energy consumption by source  
GWh (million kWh)



Energy consumption  
GWh (thousand kWh)



Greenhouse gas emissions



### Case study: Scope 3 emissions

In 2020, we commissioned a study of the emissions associated with our wider value chain (scope 3 emissions). The aim was to identify which areas of our value chain we should focus our carbon reduction efforts on.

Originally conducted using 2019 data, the study was repeated with 2020 data. Scope 3 accounts for 44% of total emissions in 2020, with scope 2 (electricity purchases) remaining the largest single contributor. As Urenco works to reduce its scope 2 emissions through energy efficiency and exploration of low carbon electricity options, we can expect the relative proportion of Scope 3 to increase.

Urenco's scope 3 emissions in 2020 are 193,000 tCO<sub>2</sub>e, an increase of 9% compared to 2019, mostly due to the volume of uranium feed that Urenco purchases. The methodology does not include carbon emissions avoided through use of Urenco's goods.

Purchased goods and services (category 1) make up 80% of our scope 3 emissions, with major categories including uranium feed

and cylinders; human resources, health and safety and information technology services; and equipment, systems and instrumentation. However, many of these emissions do not sit with our direct suppliers, for example 87% of uranium feed emissions come from the mining and milling stages of the lifecycle.

Global restrictions on travel due to the pandemic have resulted in a more than 90% drop in emissions relating to business travel (1% of the footprint in 2020 compared to 9% in 2019).

This study is a first screening of the 15 categories of scope 3. Next steps will include refining the model to replace procurement spend data with data on the actual goods/services purchased, and to replace sector average carbon intensities with emissions data from our individual suppliers. We are also exploring the opportunities for emissions reduction or avoidance with our suppliers.

2020 carbon emissions by scope



2020 carbon emissions per scope 3 category



**Water management**

We value water as a shared resource and take care that our use of water does not reduce its availability to other users.

Most of our water is sourced from the local municipal water supply. At our UK site we also purchase withdrawn water from the local river under strict controls set by the Environment Agency. In addition, our UK and Dutch sites have ponds for rainwater collection, and in 2020 we began using rainwater harvested from the roof of our Tails Management Facility in the UK. This facility also has a process water recovery system, further reducing our reliance on water from external sources.

Most of Urenco's water consumption is used for evaporative cooling of industrial processes, and the volume used largely depends on the weather. There is a trade-off between water use and electricity use; at our German site, for example, we do not use evaporative cooling but we do use more electricity for refrigerant-based cooling. The cooling strategy at each site is based on the local conditions and regulatory requirements. We monitor water usage at each of our sites to help minimise our environmental impact and ensure we are fully compliant with environmental legislation. Any peaks in usage are analysed and a root cause is established to ensure we minimise our water usage as much as possible.

Water discharges are subject to strict monitoring by ourselves and by our regulators. Standards are set by the local regulator, based on the profile of the receiving water body (if applicable), as part of the environmental assessment work when the site was first commissioned, and at regular reviews. Process water is routinely tested for radioactivity and other contaminants, before being discharged to the local municipal sewer. Rainwater running over certain areas of our sites is routinely tested for contaminants. At our UK site, which is not sited near any major sewers, we have our own sewage treatment plant which discharges treated water to the local watercourses.

Our Board Sustainability Committee oversees progress on our water reduction target.

In 2020, our water consumption reduced by 10%, mainly due to changes in operational processes. For example, we have introduced measures that will increase the temperature of the cascade cooling water, which reduces demand for spray water. We also have contingency measures in case of major drought or if the water supply fails, such as using more 'dry-running' of cooling towers.

Please see page 49 for detailed water data.

**Waste**

Waste is monitored as part of our key performance indicators and is reported regularly to the Sustainability Committee, ensuring we minimise our environmental impact and comply with environmental legislation.

In 2020, we saw a 24% increase in low level radioactive material for disposal. Two-thirds of this increase was due to progressing active commissioning of our Tails Management Facility.

Our German and US sites produced less radioactive material compared to 2019. However, our UK and Dutch sites progressed their maintenance and legacy waste projects, which accounts for the remaining increase.



**Case study: Reducing our waste**

We continually focus on reducing our stores of legacy waste and minimising further waste generation. This includes developing decommissioning and decontamination technologies to promote recycling and reuse.

We have research and development projects underway on areas such as the reuse of centrifuge parts, metals treatment, and an approach to centrifuge disassembly that maximises materials separation.



**Asset integrity**

Asset integrity is a vital consideration in the design and ongoing maintenance of all of our enrichment facilities and is an area in which we continue to drive improvements through new systems and standards.

**“We monitor our centrifuges and associated plant systems to ensure they remain safe, reliable and efficient. Despite the challenges associated with the COVID-19 pandemic, in 2020 our sites continued at full production and we met the requirements of all shipments for our customers.”**

Amanjit, Asset Integrity Sustainability Champion

**Good housekeeping**

5S (sort, set in order, shine, standardise and sustain) remains an important foundation of Urenco's safety and asset management strategies. The 5S good housekeeping standard is reviewed at regular meetings with our operational and technical teams at each of our sites.

During 2020, Urenco conducted a number of 5S audits at each facility, taking into account COVID-19 safety measures. During these audits, participants carried out rigorous site audits in their respective areas of expertise, using a standardised scoring methodology.

A 5S key performance indicator ensures group-wide tracking and visibility of each site's performance, the outcome of which is collated, analysed and scored against the Urenco 5S standard. Implementation of the 5S standard continues to drive site housekeeping improvements across the organisation by improving the cultural and behavioural aspects of human performance. In this respect, we strive to meet and maintain the highest industry standards in asset integrity.



# Employee engagement



Through our employee engagement activities, our aim is to maintain high levels of employee commitment and satisfaction. We aim to recruit and retain talented people who can help us deliver outstanding customer service and achieve our strategic objectives.

### Asset health

Under the supervision of our Chief Operating Officer, we continuously monitor our centrifuges and associated plant systems to ensure they remain safe, reliable and efficient.

### Resilience to power loss:

A key asset protection design principal is to 'fail safe', such as powering down safely if the energy supply is disrupted. Safety and asset protection must be maintained if the systems protecting the asset also suddenly lose power.

### Alarm management:

Alarm management ensures that operators in the central control rooms at our sites receive notifications in order of priority. We periodically conduct a comprehensive alarm system review at all of our enrichment sites, and in 2020, we replaced the fire alarm system at our German site.

### Investment in asset protection:

We continually refurbish and upgrade our assets to ensure safety and support longevity.



### Case study: New waterproof roof membrane at UUSA

UUSA has successfully completed a major waterproof roof membrane replacement project on one of its buildings after the original covering was damaged by high winds.

The new covering, which was delivered under budget and on time, is an improved design that will withstand higher sustained

and instantaneous winds than the original installation. The project team used several innovative strategies to deliver the project, and an external company was contracted to provide safety oversight and training in addition to our own.

The lessons learned from this project are being carried forward into the planning process for future Urenco capital projects.

### Case study: Ensuring everyone has a voice

Urenco is committed to providing timely and accurate communication to our employees through various platforms, including face-to-face engagements, intranet announcements and company presentations. We provide regular opportunities for two-way dialogue in order to give our employees the chance to ask questions and provide feedback.

One way we achieve this is through our annual European Forum, which invites representatives from the European works councils and trade unions to meet with Boris Schucht, Urenco's CEO, and Miriam Maes, Chair of the Board Sustainability Committee.

In 2020, this was held virtually and began with an encouraging update on business performance, operational highlights and progress made on our strategy and culture programmes, amid the challenging circumstances of the pandemic. Boris Schucht asked the representatives to convey his thanks to all their colleagues for keeping all operations running without interruption.



### Our culture

With our people as the foundation of our business strategy, our aim is to create a winning team. This ambition is being facilitated through the 'Our Culture' programme.

At the root of our culture work is behaviour. Any company culture is driven by how people behave: their attitudes and mindsets. We believe that when we have an inclusive culture, an environment where all voices are heard and diversity can thrive, then we will make positive progress on delivering on our priorities.

Despite the disruption caused by the pandemic, our culture journey continued in 2020. In many respects, it brought out the best in our employees, who

have worked together more flexibly and effectively than ever before.

Five workstreams have been identified to support the culture that our employees want to further develop:

- Behavioural change
- Tools and systems
- Leadership
- Communication
- Diversity and inclusion

In 2020, a new performance management process was approved to incorporate these behaviours into the assessment of both annual objectives and general job performance. It will be implemented for senior management in 2021 before it is rolled out to the rest of the organisation.

The new process is designed to support the 'Our Culture' programme by incorporating our six target behaviours:



Actively collaborates to form winning teams



Embraces continuous improvement and innovation



Empowers by holding self and others accountable



Embodies transparency, respect and inclusivity



Ensures physical and psychological safety and maintains integrity



Acts consciously with a broader and longer term perspective in mind

We will expect our leaders to be role models for these behaviours, inspiring our employees to exhibit them in their daily working lives. Ultimately, all employees will be reviewed against them, with how people do their jobs considered to be just as important as what they do.

**Diversity and inclusion**

Urenco has laid solid foundations in its commitment to becoming a more diverse and inclusive organisation, with diversity and inclusion (D&I) champions across all our sites.

Our D&I programme, 'Including U', aims to:

- Ensure managers demonstrate effective leadership with due regard to inclusion, equality and diversity;
- Create an inclusive working environment where employees respect and value the differences in our people;
- Constantly challenge the status quo and develop new ways to improve the proportion of under-represented groups;
- Deliver relevant processes in a way that promotes equality and respects diversity and inclusion;
- Attract new people from the widest possible talent pool.

Our D&I policy statement is available at:

[urencocareers.com/careers/diversity-and-inclusion-policy-statement](https://www.urencocareers.com/careers/diversity-and-inclusion-policy-statement)

We have stretch goals for D&I, including recruitment, succession planning and awareness training. We recognise that our goals will succeed only if we transform our behaviours and mindsets, which is why in 2020 we integrated our D&I programme into our culture programme. As part of this, we are developing new key performance indicators and a new strategy for 2021-2025. We also focus on different D&I themes each quarter such as gender equality, disability and LGBTQ+ to drive awareness, understanding and conversation.

In 2020, we completed a review of our recruitment processes and practices across the organisation, with support from a specialist consultancy. We were pleased to learn that there are many examples of good practice across the business. There is always room for improvement and a set of recommendations has been created. For example, we will work to improve our processes and roll out relevant training in 2021. We will also review key HR policies such as flexible working.

In compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we publish gender pay gap data for our UK businesses at:

[urencocareers.com/cdn/uploads/supporting-files/Gender\\_Pay\\_Gap\\_Report\\_2020.pdf](https://www.urencocareers.com/cdn/uploads/supporting-files/Gender_Pay_Gap_Report_2020.pdf)

**Case study: Inaugural D&I conference**

Urenco hosted its first global D&I conference during National Inclusion Week at the end of September 2020.

Bringing together 'Including U' Champions from across the organisation, the two-day event provided an opportunity for the Champions to share their successes to date and hear from an inspiring external guest speaker.

Feedback after the event showed that the Champions found the virtual conference extremely useful with the highlight being the opportunity to engage and share ideas with others.

In 2021, we will conduct a global demographic and inclusion survey which seeks to understand our employees' thoughts on how our D&I programme is progressing, what additional actions we need to take and their personal experiences at work.

**Employee wellbeing**

Mental wellbeing has been a key area of focus during the pandemic. Our employees had to rapidly adapt to new ways of working, as well as changes in their personal lives, which caused different challenges and emotions for all.

We were quick to communicate our preventative measures and provided regular updates to reassure both our employees working at home and our employees who continued to work on site to keep our operations going. Working from home was a new experience for many, so we made sure we had the right IT tools in place and shared tips, such as how to maintain a healthy work-life balance.

In addition, we reminded our employees about the support services available to them, which includes company doctors and employee assistance programmes.

**Case study: Mental Health First Aiders**

One initiative we are particularly proud of is our partnership with Mental Health First Aid England, a social enterprise offering expert guidance and training to support mental wellbeing.

As part of this, more than 30 employees at our UK sites have been trained as Mental Health First Aiders (MHFAs). Working in the strictest confidence, the MHFAs offer support to colleagues experiencing any

work or non-work related mental health issues. Our MHFAs also host wellbeing sessions, often in collaboration with our diversity and inclusion champions, with the aim of encouraging open discussion around mental health.

In addition, Urenco is offering a half-day mental health awareness course to all employees in the UK, with more than 250 participants so far. We're now looking to roll out a similar initiative at our other sites.

As well as professional support, we also encouraged employees to 'check in' with their colleagues, and introduced

opportunities for informal interactions, such as family competitions and virtual quizzes.

Throughout the pandemic, we have conducted regular wellbeing surveys to identify additional support for employees.



D&I Roundtable  
Mental Health Awareness

# Community engagement

Supporting local community initiatives and building strong links in the areas in which we operate is a core part of our commitment to sustainability. This takes the form of site tours, attendance at council, local liaison and other elected representative meetings, and the provision of practical and financial support through our social investment programme.

**“The COVID-19 pandemic has had an impact on our social and community initiatives, with safety measures necessitating reduced employee volunteering numbers, fewer educational workshops and site visits being put on hold. As the world starts to recover from the pandemic, we continue to strive to be a good corporate citizen and look forward to resuming our normal initiatives once it’s safe to do so.”**

Jade, Community Engagement Sustainability Champion

nuclear protestors. We respect the right to peaceful protest and do not hinder demonstrations. For more on how we engage with our stakeholders, please see our Annual Report 2020 (page 34).

### Talent of the future

A key area of our community outreach is our Richie education programme. Through the programme, Urenco is committed to inspiring the next generation of scientists and engineers. We engage with schoolchildren and university students around the world to nurture their interest in science, technology, engineering and maths (STEM) and encourage a wider understanding of the nuclear industry and climate change.

The programme includes school workshops and digital resources, which teach students about nuclear energy and the importance of protecting our planet in a fun and interactive way. Due to the pandemic, we postponed our 2020 programme of physical events and focused on promoting our digital

resources, in collaboration with the British Science Association. We shared home schooling activities and tips via our social media channels and reached around 75,000 students with our digital resources.

In 2020, we also extended our partnership with the Science Museum in London, making Urenco the Major Sponsor of ‘Wonderlab: The Equinor Gallery’ until 2025. The gallery features more than 50 immersive exhibits and demonstrations that show visitors how science and mathematics shape our everyday lives. Since opening in 2016, the gallery has welcomed nearly 1.5 million visitors.

We also donated to the International Atomic Energy Agency’s Marie Skłodowska-Curie Fellowship programme to increase the participation of women in nuclear science by providing scholarships in nuclear related subjects. In 2021, we will increase our support by committing to annual donations for the following three years.

### Case study: Promoting STEM in the Netherlands

In November 2020, secondary school students from schools in the Netherlands learned about STEM by participating in a challenge to build a bridge using nothing but skewers, elastic bands and rope.

The initiative was organised by Discover High-Tech Almelo, a collaboration between 12 Dutch companies, including Urenco, who have the joint aim of promoting STEM to future employees.



### Community relations

Engagement with our local communities helps create better mutual understanding and supports our licence to operate. As we are unable to offer guided tours of our enrichment facilities due to the pandemic, we are updating our virtual site tour to provide an opportunity for members of the public to find out more about us.

We log queries from the local community and other key stakeholders in a global stakeholder log so that any areas of particular interest or concern can be managed and mitigated. As a member of the nuclear industry, our European sites receive occasional visits from anti-

### Charitable giving and volunteering

Across Urenco, we provide both practical and financial support focused on the environment, education, healthy living and culture. We continued our efforts in 2020 in the hope of easing the hardship felt by many due to the pandemic.

Major beneficiaries included cultural institutions, such as the Science Museum and Chester Zoo (UK); cross-cutting local community support organisations, such as United Way (USA); community health facilities, such as St Josef Hospice (Germany); and environmental initiatives, such as reforestation projects (Netherlands).

In 2020, we evolved our social investment programme, with a clear focus on strategic partnerships with charitable organisations and enhanced alignment of our internship, educational and other social programmes. At the end of the year, the Board approved a proposal to increase social investment funding in 2021, focused on three workstreams: ‘education, skills and research’, ‘culture, health and social development’, and the ‘environment’. To facilitate this, we have created a Social Investment Committee, made up of representatives from across the business. This evolved social investment

programme forms part of our refreshed sustainability strategy (page 32).

All employees are offered eight hours of paid leave per year to volunteer with a charity of their choice. In 2020, our dedicated employee volunteers found opportunities to support charities in a socially distanced manner, such as offering fruit baskets and conversation to 90 households in the Netherlands suffering from loneliness, illness or poverty, and UUSA employees and family members making face coverings for the local hospice and other non-profit agencies.

### Case study: Volunteering at Chester Zoo

In June 2020, Urenco’s UK site became a corporate champion at Chester Zoo. Employees volunteered to dispatch more than 16,000 animal adoption forms as part of their Save our Zoo campaign, which raised critical funds to feed and care for the animals during the COVID-19 pandemic.

**“We’re really grateful to Urenco for helping us out – not only with a donation but also with the teams of volunteers who have given up their time to support us. It made a huge difference in helping us get back to our feet as we fight to ensure that this great charity zoo has a future.”**

Chester Zoo



### Case study: €50,000 donated to mark 50 years of operation

To mark the 50th anniversary of Urenco’s founding treaty being signed we donated a total of €50,000 to a variety of local charities, voted for by employees.

We are proud of the strong relationships we have formed with our local



communities over the past 50 years, which is why we wanted to celebrate this milestone by making a contribution to worthwhile initiatives around our sites.



### Case study: UUSA donates a record amount to the United Way campaign

The pandemic required everyone to think outside the box to safely hold employee engagement and community events. This was especially true when it came to supporting the annual United Way campaign at UUSA.

Each year, UUSA employees contribute to the United Way campaign to support local non-profit organisations that help people in need. As part of this year’s fundraiser, UUSA held a staycation drive-through event. From the safety of their vehicles, employees and their families were treated to food trucks and received a package of goodies intended



to use at home for a staycation, including a DIY bird house and other fun items for the children.

This event was the finale to the United Way campaign and UUSA employees not only met, but exceeded, the goal set for this year. A total of over \$420,000 was raised. This donation includes employee contributions, a UUSA company match donation and an additional match donation from a local private foundation. UUSA has been the largest donor to the United Way for the past 13 years, and in 2020 we donated a record amount.

# Refreshed sustainability strategy

**Our sustainability vision: Urenco is committed to contributing to a sustainable net zero future. We will operate safely and form partnerships with our supply chain to deliver measurable positive impact for our people, our communities and help the world to decarbonise.**

In 2020, we conducted a comprehensive materiality assessment, gathering the views of key stakeholder groups through interviews with industry and sustainability experts, a customer survey, an employee survey and workshops with the Managing Directors and the Executive Committee. All stakeholders were asked to identify key priorities for Urenco from a comprehensive list of sustainability topics.

The findings have informed our refreshed sustainability strategy, which aims to demonstrate how Urenco contributes to a net zero world and the United Nations Sustainable Development Goals (SDGs), and aligns with established environmental, social and governance (ESG) frameworks.

In developing our refreshed strategy we considered the key role that Urenco plays in facilitating the low carbon energy that society needs; how we conduct our day-to-day activities with minimal impact to the environment and the communities in which we operate; and the strategic goals determined for our long term success.

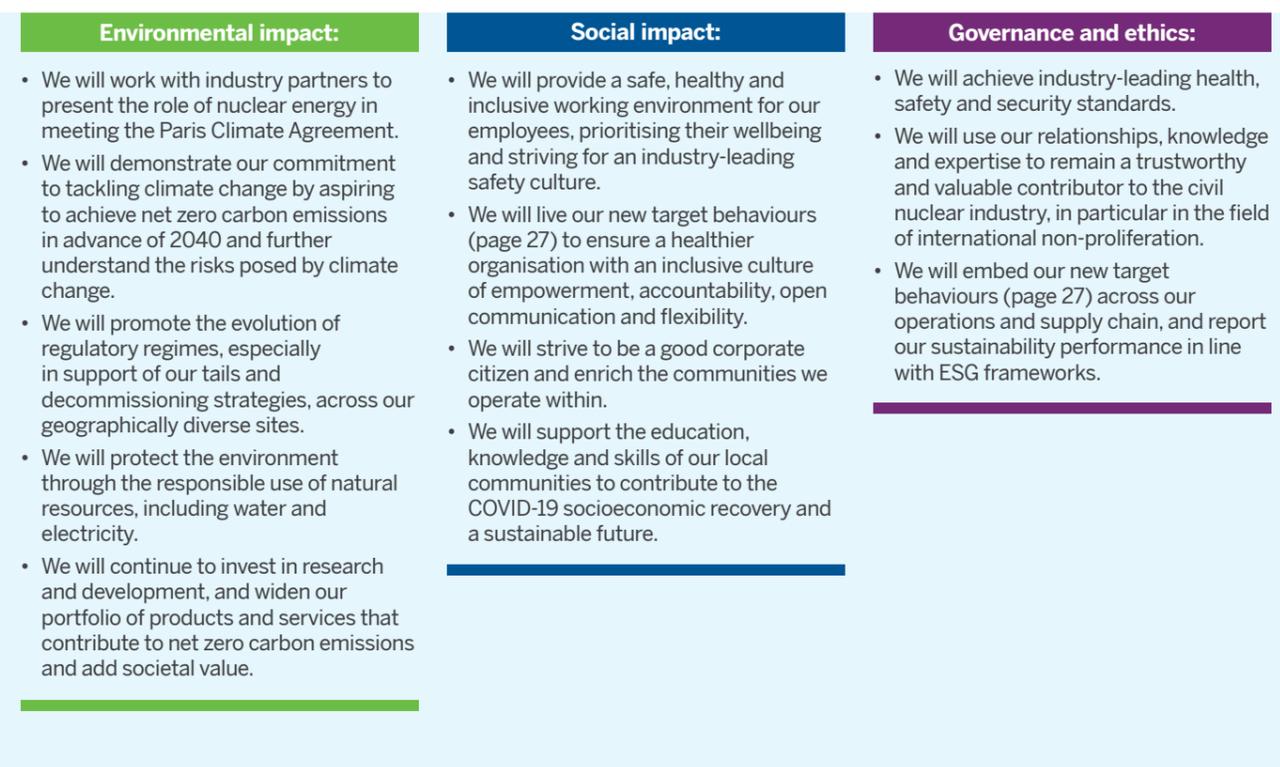
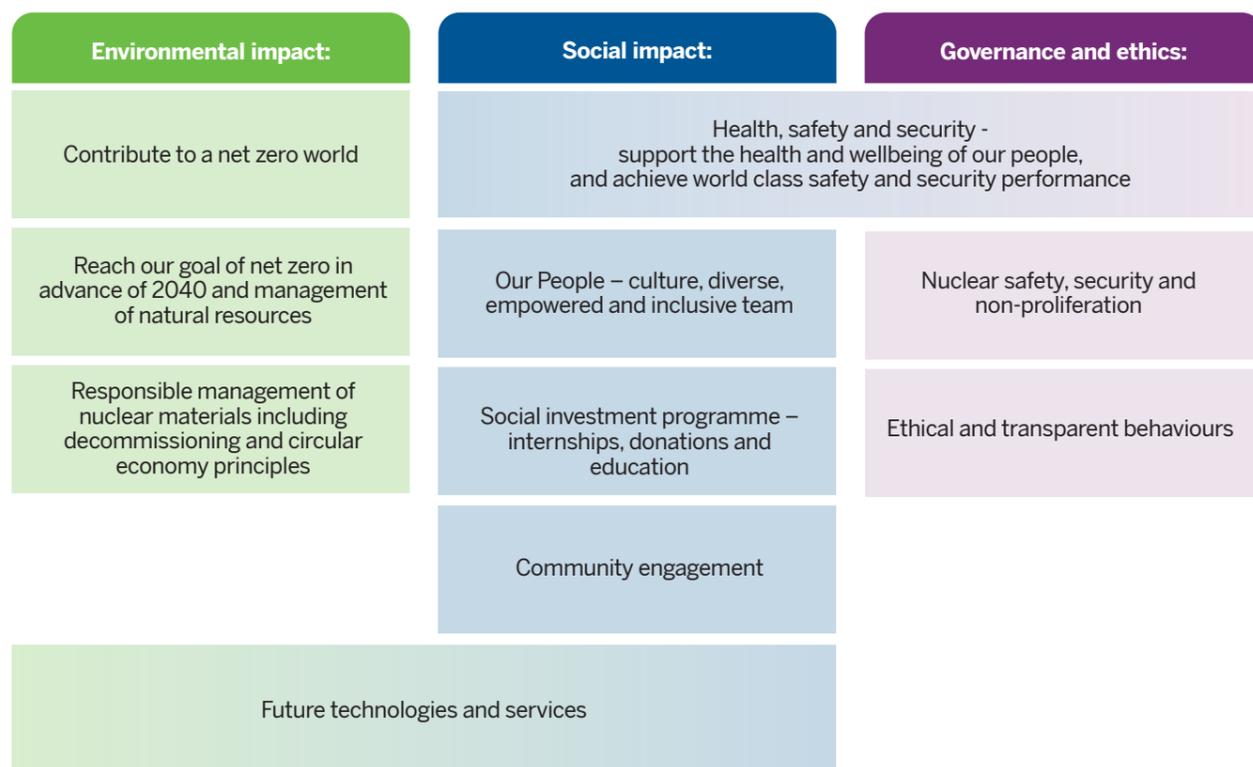
Our refreshed sustainability strategy is designed around three building blocks: 'environmental impact', 'social impact' and 'governance and ethics'.



In 2021, we will define new key performance indicators that support our refreshed sustainability strategy to ensure we can demonstrate our long-term contribution to a net zero world and selected United Nations SDGs.

A key initiative for next year is to develop our roadmap to net zero by or in advance of 2040. The project will focus on three key areas of 'eliminate and reduce', 'substitute' and 'offset'. A proposal in this respect will be shared with the Sustainability Committee for endorsement towards the end of 2021.

As an immediate action to demonstrate our commitment to global climate goals, we will join the Climate Pledge, along with more than 100 global companies, all of whom have committed to achieve net zero by 2040, 10 years ahead of the Paris Climate Agreement.



# About this report

This report is prepared in accordance with the GRI Standards: Core Option.



Data relating to our employees relates to our entire global workforce of more than 1,500 people, unless stated otherwise. We gather environmental data relating to our four enrichment facilities (Almelo in the Netherlands; Capenhurst in the UK; Eunice, New Mexico in the USA and Gronau in Germany), Urenco ChemPlants and Urenco Nuclear Stewardship, also located in Capenhurst; and our Head Office in Stoke Poges, UK. We also have a small number of offices with fewer than 10 people each, which are not considered material to our environmental performance. All data relates to the calendar year 2020.

# Independent assurance of sustainability data

## The nature of the assurance

This is a report prepared by Corporate Citizenship for the management of Urenco.

Corporate Citizenship has undertaken a limited assurance of two data sets:

- First, selected sustainability performance data set out in Table 1;
- Second, energy consumption data as set out in Table 2.

The data has been assured against Global Reporting Initiative's Principles for Defining Report Quality. In addition, the data for Scope 1 and Scope 2 GHG emissions have been assured against the provisions of the WRI/WBCSD Greenhouse Gas Protocol.

Scope	Source	Unit	Quantity
Scope 1 GHG emissions	Combustion of fuel and operation of facilities	Metric tons CO <sub>2</sub> e	5,805
Scope 1 GHG emissions	Consumption of refrigerants	Metric tons CO <sub>2</sub> e	11,326
Scope 2 GHG emissions *	Indirect emissions	Metric tons CO <sub>2</sub> e	230,803
Water	Total m <sup>3</sup>	Cubic metres	507,745
Water withdrawn	Total m <sup>3</sup>	Cubic metres	304,235
Water discharged	Total m <sup>3</sup>	Cubic metres	200,650
Waste and recycling	Waste generated	Tonnes	2,087
Occupational health and safety	Lost work days due to occupational accident or disease	Days	33

\* Emissions from electricity consumption have been calculated using the location-based method.

Source	Unit	Quantity
Natural gas	kWh	27,252,170
Fuel oil	kWh	1,052,843
Diesel	kWh	1,654,089
Petrol	kWh	355,961
Propane	kWh	34,991
Biodiesel	kWh	138,880

The data relates to Urenco owned and leased facilities under its operational control across all geographies.

The assurance covers the period from 1 January 2020 to 31 December 2020.

All the data was assured against the Global Reporting Initiative's Principles for Defining Report Quality. In addition, the data for Scope 1 and Scope 2 GHG emissions have been assured against the provisions of the WRI/WBCSD Greenhouse Gas Protocol.

Urenco is entirely and solely responsible for the production and publication of the data assured, and Corporate Citizenship for its assurance.

This engagement was performed in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and the relevant subject-matter specific ISAE for GHG data (ISAE 3410, Assurance Engagements on Greenhouse Gas Statements).

GHG quantification is subject to inherent uncertainty due to factors such as incomplete scientific knowledge about the global warming potential of different GHGs and uncertainty around the models and parameters used in estimating GHG emissions.

The carbon emissions data has been prepared using the WRI/WBCSD Greenhouse Gas Protocol, 2015 revised edition, and the appropriate GHG conversion factors for company reporting as published by UK Department for Business, Energy & Industrial Strategy (BEIS) and the International Energy Agency (IEA), along with regionally published emissions factors.

Corporate Citizenship has complied with the requirements for independence, professional ethics and quality control as stipulated by ISAE 3000.

## Assurance work performed

The assurance work was undertaken from December 2020 to February 2021. Detailed records were kept of meetings and correspondence relating to the assurance. A team of three, led by a Senior Environmental Consultant, undertook the assurance and commentary process. A Director acted as adviser to the project. Corporate Citizenship's work has involved, but not been limited to, the following elements:

1. Management interviews with site and regional primary data owners to understand the robustness and consistency of:
  - a. Data collection processes;
  - b. Training and guidance;
  - c. Understanding of key performance indicators and reporting timeframes;
  - d. Clarity of roles and responsibilities.
2. A review of underlying data sources and substantiating evidence to support this year's reporting, to assess robustness of monitoring and reporting systems;
3. A review of year-on-year sustainability performance trends to identify any significant changes in operational eco-efficiency and investigate the reasons behind these trends;
4. A review of GHG calculations for accuracy and consistency with best practice guidelines;
5. A review of energy, water, waste and health and safety metrics, covering data consolidation and aggregation, conversions, calculations and reporting systems
6. A review of group reporting to check for errors or omissions in data analysis, consistency with underlying data sets and reasonableness of reporting.

## Our experience and independence

Corporate Citizenship is a specialist management consultancy, advising corporations that seek to improve their economic, social and environmental performance around the world and is a leading assessor of corporate responsibility and sustainability reports.

We have assured Urenco's sustainability data since 2016. During the year reporting period our work with Urenco focused exclusively on assurance.

## Conclusion

Based on the scope of work and assurance procedures performed, nothing has come to our attention that causes us to believe that the data set out in Tables 1 and 2 is not prepared, in all material respects, in accordance with the GRI Principles for Defining Report Quality. Further, based on the scope of work and assurance procedures performed, nothing has come to our attention that causes us to believe that data for Scope 1 and Scope 2 GHG emissions is not prepared, in all material respects, in accordance with the WRI/WBCSD Greenhouse Gas Protocol, 2015 revised edition. We note that the GHG accounting also complies with the UK Government environmental reporting guidelines.

## Corporate Citizenship Limited

London  
16 February 2021

# Global Reporting Initiative

Disclosure	Commentary and references	Omission
GRI 102: General disclosures 2016		
102-1 Name of the organisation	Annual Report 2020, pg. 48	
102-2 Activities, brands, products, and services	Annual Report 2020, pg. 10-11	
102-3 Location of headquarters	Annual Report 2020, pg. 52	
102-4 Location of operations	Annual Report 2020, pg. 10	
102-5 Ownership and legal form	Annual Report 2020, pg. 57	
102-6 Markets served	Annual Report 2020, pg. 10	
102-7 Scale of the organisation	Annual Report 2020, pg. 10, 42	
102-8 Information on employees and other workers	Urenco does not employ large numbers of self-employed staff. There have been no significant variations in employee numbers in 2020.	
102-9 Supply chain	Sustainability Report 2020, pg. 10	
102-10 Significant changes to the organisation and its supply chain	No significant changes to report.	
102-11 Precautionary principle or approach	Urenco operates in an industry where the environmental and health risks are well understood, and there are clear rules for responsible management to prevent damage. The area of our operations where the precautionary principle is most relevant is in relation to climate change, where there is still debate over the exact nature of the impacts. Nuclear energy is carbon free at the point of generation, and we have a dedicated Energy Savings Group focused on reducing our carbon footprint.	
102-12 External initiatives	Annual Report 2020, pg. 54, 57, 75	

Disclosure	Commentary and references					Omission
GRI 102: General disclosures 2016						
	Membership	Hold position on the governance body	Participate in projects or committees	Provide substantive funding beyond routine membership dues	View membership as strategic	
102-13 Membership of associations	Nuclear Energy Institute (NEI)	✓	✓		✓	
	World Nuclear Association (WNA)		✓		✓	
	Nuclear Industry Association (NIA)	✓	✓	✓	✓	
	KernD	✓	✓	✓	✓	
	Nuclear ARC		✓		✓	
	FORATOM		✓			
	Kernvisie		✓			
	Nuclear Netherlands		✓		✓	
	World Nuclear Transport Institute		✓		✓	
	North West Nuclear Forum	✓	✓		✓	
	NucNet					
	Chemical Industry Association		✓			
	Japan Atomic Industrial Forum				✓	
	German Nuclear Society	✓	✓		✓	
	World Nuclear Fuel Market		✓	✓	✓	
	Institute of Nuclear Power Operations					
	U.S. Nuclear Infrastructure Council	✓			✓	
	American Nuclear Society		✓		✓	
Nuclear Information & Records Management Association		✓				
Women in Nuclear		✓		✓		
Inclusion & Diversity in Nuclear		✓	✓	✓		

Disclosure	Commentary and references	Omission
GRI 102: General disclosures 2016		
102-14 Statement from senior decision-maker	Sustainability Report 2020, pg. 4	
102-16 Values, principles, standards, and norms of behaviour	Sustainability Report 2020, pg. 11	
102-18 Governance structure	Annual Report 2020, pg. 54-76	
102-40 List of stakeholder groups	Annual Report 2020, pg. 34	
102-41 Collective bargaining agreements		2018 2019 2020
	Percentage of employees covered by collective bargaining	46% 46% 43%
102-42 Identifying and selecting stakeholders	Annual Report 2020, pg. 29, 33-34. Sustainability Report 2020, pg. 32	
102-43 Approach to stakeholder engagement	Annual Report 2020, pg. 29, 33-34. Sustainability Report 2020, pg. 32	
102-44 Key topics and concerns raised	Annual Report 2020, pg. 34. Sustainability Report 2020, pg.32	
102-45 Entities included in the consolidated financial statements	Annual Report 2020, pg. 91, 107-108	
102-46 Defining report content and topic Boundaries	<p>Summary of Urenco's stakeholder analysis and materiality assessment: Our materiality study follows the process of identification, prioritisation, validation and review and this is the process we used in defining report content.</p> <p><b>Stage 1: Identification</b> Urenco's policy is to collate dialogue from all stakeholders at each of our facilities. Stakeholder groups are identified by the impact they have on our business. (i.e. decision makers, influencers and opinion makers). A list of stakeholders with whom we engage is available in our Annual Report 2020 (pg. 34).</p> <p><b>Stage 2: Prioritisation</b> This stage is based on the principles of materiality and stakeholder inclusiveness. Using the views/issues expressed by stakeholders during the reporting period (as recorded in our stakeholder engagement log) quantitative scores were given to each material issue raised. These scores were based on an internal review process, using GRI Standards prioritisation guidelines. In order to determine what to report on, we have defined thresholds to divide aspects between priority and monitoring.</p> <p><b>Stage 3: Validation</b> In the prioritisation stage a list of material aspects was established and were reviewed by the Sustainability team. To ensure each aspect is managed correctly, core areas of focus have been established internally which cover these material aspects and guide our sustainability agenda going forward.</p> <p><b>Stage 4: Review</b> Conducted once the report has been published.</p>	

Disclosure	Commentary and references	Omission
GRI 102: General disclosures 2016		
102-47 List of material topics	Sustainability Report 2020, pg. 12, 32	
102-48 Restatements of information	Previously reported energy and carbon data has been restated due to methodology changes; the most significant of these for overall carbon figures is that Scope 2 (location-based) carbon data has been restated so that all years use the relevant eGRID factors for US electricity usage, and the relevant UK Government factors for UK (previously IEA factors were used for all four countries).	
102-49 Changes in reporting	Our Eunice (USA) site is reporting F-gas emissions for the first time. Please see pg. 32 for details on the material topics in the refreshed sustainability strategy.	
102-50 Reporting period	Calendar year 2020	
102-51 Date of most recent report	2019	
102-52 Reporting cycle	Annual	
102-53 Contact point for questions regarding the report	Sustainability Report 2020, pg. 53	
102-54 Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core Option.	
102-55 GRI content index	Enclosed	
102-56 External assurance	Sustainability Report 2020, pg. 36	

Disclosure	Commentary and references	Omission
<b>GRI 201: Economic Performance 2016</b>		
<b>103-1 Explanation of the material topic and its boundary</b>	This topic relates to our material issue, Business, strategy and economic performance. Boundary: Internal: All Urenco entities. See Annual Report 2020, pg. 42-47, 91, 107-108	
<b>103-2 The management approach and its components</b>	Our strategy is designed to strengthen and broaden our business to ensure its long term sustainability. It is led by our Chief Executive Officer, the Executive team and overseen by the Urenco Board. Each year, we set out the organisation's financial goals in our annual business planning process. Our Board carries ultimate responsibility for the economic performance of the company. Annual Report 2020, pg. 42-47	
<b>103-3 Evaluation of the management approach</b>	Annual Report 2020, pg. 58-63	
<b>201-1 Direct economic value generated and distributed</b>	Annual Report 2020, pg. 42, 73, 113-117	We do not disclose economic value distributed at a country level.
<b>GRI 302: Energy 2016</b>		
<b>103-1 Explanation of the material topic and its boundary</b>	This topic relates to our material issue, Environmental impact. Boundary: Internal: All Urenco entities Sustainability Report 2020, pg. 22	
<b>103-2 The management approach and its components</b>	Sustainability Report 2020, pg. 6, 22	
<b>103-3 Evaluation of the management approach</b>	Sustainability Report 2020, pg. 2	
<b>302-1 Energy consumption within the organisation</b>	Sustainability Report 2020, pg. 23	
<b>GRI 303: Water and effluents (2018)</b>		
<b>103-1 Explanation of the material topic and its boundary</b>	This topic relates to our material issue, Environmental impact. Boundary: Internal: All Urenco entities Sustainability Report 2020, pg. 24	
<b>103-2 The management approach and its components</b>	Sustainability Report 2020, pg. 6, 24	
<b>103-3 Evaluation of the management approach</b>	Sustainability Report 2020, pg. 2	
<b>303-1 Interactions with water as a shared resource</b>	Sustainability Report 2020, pg. 24	
<b>303-2 Management of water discharge-related impacts</b>	Sustainability Report 2020, pg. 24	
<b>303-3 Water withdrawal</b>	See table on page 49	
<b>303-4 Water discharge</b>	See table on page 50	
<b>303-5 Water consumption</b>	See table on page 51	

Disclosure	Commentary and references	Omission
<b>GRI 305: Emissions 2016</b>		
<b>103-1 Explanation of the material topic and its boundary</b>	This topic relates to our material issue, Environmental impact. Boundary: Internal: All Urenco entities. External: Urenco's value chain (see 305-3). Sustainability Report 2020, pg. 22, 23	
<b>103-2 The management approach and its components</b>	Sustainability Report 2020, pg. 6, 22-23	
<b>103-3 Evaluation of the management approach</b>	Sustainability Report 2020, pg. 2	
<b>305-1 Direct (Scope 1) GHG emissions</b>	Sustainability Report 2020, pg. 23 Data has been collated in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard – Revised Edition (2004). Conversion factors applied are sourced from Greenhouse Gas Reporting: Conversion Factors (UK Government) for the relevant year. Global Warming Potentials are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report over a 100 year period. Our consolidation approach for emissions is operational control. Gases included in the calculation include CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O and HFCs. We measure our carbon performance against the previous reporting year; for 2020, the base year is 2019.	We do not report data on biogenic emissions.
<b>305-2 Energy indirect (Scope 2) GHG emissions</b>	Sustainability Report 2020, pg. 23 Data has been collated in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard - Revised Edition (2004) and the Scope 2 Guidance amendment (2015). Scope 2 emissions with location based factors applied are 230,803 tCO <sub>2</sub> e; carbon intensity factors used for this figure have been sourced from the International Energy Agency (2020) for our electricity usage in Germany and Netherlands, from eGRID (2019) for our US usage, and from Greenhouse Gas Reporting: Conversion Factors 2020 (UK Government) for our UK usage. Scope 2 emissions with market based factors applied are 129,245 tCO <sub>2</sub> e; carbon intensity factors used for this figure have been sourced from our electricity suppliers. All other conversion factors applied are sourced from Greenhouse Gas Reporting: Conversion Factors 2020 (UK Government). Global Warming Potentials are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report over a 100 year period. Our consolidation approach for emissions is operational control. Gases included in the calculation include CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O. We measure our carbon performance against the previous reporting year; for 2020, the base year is 2019.	
<b>305-3 Other indirect (Scope 3) GHG emissions</b>	Sustainability Report 2020, pg. 23 Emissions categories included in the calculation are: categories 1-6 and 15. Conversion factors applied are sourced from Greenhouse Gas Reporting: Conversion Factors 2020 (Defra). Global Warming Potentials are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report over a 100 year period. Gases included in the calculation include CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O.	
<b>305-4 GHG emissions intensity</b>	The GHG intensity per tonne of separative work unit (tSW) is 13.55 tCO <sub>2</sub> e/tSW. This is an 8% reduction in emissions intensity against 2019. Separative work unit is the standard measure of the effort required to increase the concentration of the fissionable U <sub>235</sub> isotope. Please note 2019 and earlier years' Scope 2 location-based figures have been restated so that all years use the relevant eGRID factors for US electricity usage, and the relevant UK Government factors for UK. Scope 1 and 2 emissions are included in the numerator (CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs).	

Disclosure	Commentary and references				Omission
<b>GRI 306: Effluents and waste 2016</b>					
<b>103-1 Explanation of the material topic and its Boundary</b>	This topic relates to our material issue, Environmental impact. Boundary: Internal: All Urenco entities Sustainability Report 2020, pg. 6, 16				
<b>103-2 The management approach and its components</b>	Sustainability Report 2020, pg. 16				
<b>103-3 Evaluation of the management approach</b>	Sustainability Report 2020, pg. 2				
<b>306-2 Waste by type and disposal method</b>		<b>2018</b>	<b>2019</b>	<b>2020</b>	
	Hazardous - Composting	-	-	0.0	
	Hazardous - Reuse	-	1	0.0	
	Hazardous - Recycled	26	49	17.3	
	Hazardous - Recovery	9	4	16.8	
	Hazardous - Incineration	44	18	11.6	
	Hazardous - Landfill	27	3	0.2	
	<b>Total hazardous waste</b>	<b>105</b>	<b>75</b>	<b>45.8</b>	
	Non-hazardous - Composting	56	42	38.9	
	Non-hazardous - Reuse	225	1,045	5.2	
	Non-hazardous - Recycled	776	642	240.4	
	Non-hazardous - Recovery	1,927	2,107	1647.2	
	Non-hazardous - Incineration	41	30	14.4	
	Non-hazardous - Landfill	352	175	103.4	
<b>Total non-hazardous waste</b>	<b>3,377</b>	<b>4,040</b>	<b>2049.6</b>		
Nuclear material for disposal:	Volume of nuclear material for disposal - m <sup>3</sup>	6521.52	2170.75		
<b>Radiation dose:</b> Legal limit: Europe 20mSv / UUSA 50mSv	Average dose for employees	0.39	0.26	0.18	
	Maximum dose for employees	3.37	3.45	3.31	
	Average dose for external companies' workers	0.18	0.2	0.08	
	Maximum dose for external companies' workers	1.63	3.32	1.95	

Disclosure	Commentary and references				Omission	
<b>GRI 307: Environmental compliance</b>						
<b>103-1 Explanation of the material topic and its Boundary</b>	This topic relates to our material issues, Environmental impact and Governance, regulations, compliance and security. Boundary: Internal: All Urenco entities. Sustainability Report 2020, p. 18					
<b>103-2 The management approach and its components</b>	Sustainability Report 2020, pg. 18					
<b>103-3 Evaluation of the management approach</b>	Our Audit & Risk team conducts a compliance audit of the Group every two years. In 2019, our Audit & Risk team and the Health and Safety Working Group conducted audits at each of our four enrichment sites, plus the new Tails Management Facility and Urenco Nuclear Stewardship. The focus was on the operational effectiveness of internal controls for compliance with anti-bribery and corruption legislation and health, safety and environment requirements. No material errors or instances of ineffective control design or operation were identified. Each site received a control assessment and actions list. We are scheduled to review and, where required, reassess the operational effectiveness of our compliance internal controls during 2021.					
<b>307-1 Non-compliance with environmental laws and regulations</b>	Urenco was not subject to any significant fines or other sanctions for non-compliance with environmental laws and/or regulations in 2020.					
<b>GRI 401: Employment</b>						
<b>103-1 Explanation of the material topic and its Boundary</b>	This topic relates to our material issue, employee engagement. Boundary: Internal: All Urenco entities Sustainability Report 2020, pg. 27					
<b>103-2 The management approach and its components</b>	Sustainability Report 2020, pg. 27-28					
<b>103-3 Evaluation of the management approach</b>	Sustainability Report 2020, pg. 2					
<b>401-1 New employee hires and employee turnover</b>		<b>2018</b>	<b>2019</b>	<b>2020</b>		
	Employee turnover by location	UUK	13.4	6.1	0.5	We do not report number and rate of new employee hires. Employee turnover by gender is omitted as it is considered sensitive to the business.
		UNL	1.4	1.8	0.7	
		UD	6	3.8	1.0	
		UCP	7.3	4.1	1.5	
		UUSA	7.9	7.9	1.6	
		UNS	13.8	8.2	1.1	
		HO	12.7	17.1	2.1	
	Employee turnover by age	Under 20	0	0.0	0.0	
		20-29	5.8	8.1	0.9	
		30-39	6.5	7.0	0.4	
		40-49	6.3	5.9	1.1	
		50-59	8.7	4.5	1.0	
		60 and Over	29.1	9.7	5.6	



Disclosure	Commentary and references	Omission
<b>GRI 413: Local communities</b>		
<b>103-1 Explanation of the material topic and its boundary</b>	This relates to our material issues, Community and education and External engagement on nuclear. Boundary: External: local communities around Urenco sites and schools. Sustainability Report 2020, pg. 30	
<b>103-2 The management approach and its components</b>	Sustainability Report 2020, pg. 30	
<b>103-3 Evaluation of the management approach</b>	The Managing Director of each site reviews local performance in engaging with communities and responding to any complaints. Our support of science education through the Richie programme is reviewed by the Sustainability Committee (Sustainability Report 2020, pg. 2)	
<b>413-1 Operations with local community engagement, impact assessments, and development programmes</b>	All of our operating sites and Head Office implement local community engagement programmes. We describe our stakeholder engagement mechanisms in our Annual Report 2020 (pg. 33)	
<b>GRI 415: Public policy</b>		
<b>103-1 Explanation of the material topic and its boundary</b>	This topic relates to our material issue, Political landscape. Boundary: Internal: All Urenco entities. External: political landscape. Sustainability Report 2020, pg. 18	
<b>103-2 The management approach and its components</b>	Sustainability Report 2020, pg. 18	
<b>103-3 Evaluation of the management approach</b>	The Government Affairs team provide regular reports to the Executive Committee and Board.	
<b>GRI 415: Political contributions</b>	As stated in our Code of Conduct, Urenco does not make any donations to political parties ( <a href="http://www.urencocom/investors/corporate-governance/code-of-conduct">www.urencocom/investors/corporate-governance/code-of-conduct</a> ). Annual Report 2020, pg. 73.	
<b>Additional disclosure: Transportation of nuclear materials</b>		
<b>103-1 Explanation of the material topic and its boundary</b>	This relates to our material issue, Transport and logistics. Boundary: Internal: All Urenco entities. External: customers, feed suppliers, logistics contractors and local communities. The success of our business depends upon the safe and reliable transportation of nuclear materials. Our ability to deliver products to customers from our four enrichment facilities is vital to our 100% customer delivery record.	
<b>103-2 The management approach and its components</b>	Responsibility for the transportation of our uranic materials lies with Urenco's Commercial department, reporting to our Chief Commercial Officer, and supply chain partners. Sustainability Report 2020, pg. 20	
<b>103-3 Evaluation of the management approach</b>	Sustainability Report 2020, pg. 2	
Indicator: Missed deliveries	Sustainability Report 2020, pg. 6	

Water withdrawal (303-3) N.B. Freshwater (≤1,000 mg/L Total Dissolved Solids); Other water (>1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>		Reporting notes	Reporting omissions
	All areas	Areas with water stress (New Mexico only)		
Surface water (total)	214,435	0	Our UK site uses raw water from the local watercourse and harvests rainwater. The water is not withdrawn from the watercourse directly by Urenco, but by a third party. However, we report this withdrawal here.	N/A
Additionally, our new TMF plant began rainwater harvesting in November 2020. The total harvest for 2020 was 452m <sup>3</sup> . This data is not in the scope of the externally audited figures and is excluded from totals.			Our new TMF plant has rainwater harvesting.	
Watercourse	214,435	0	This is raw water withdrawn from the local watercourse.	We do not currently measure Total Dissolved Solids content of this water and so have not assigned it to either the "freshwater" or "other water" categories.
<b>Third-party water (total)</b>	293,310	84,771	This is mains water.	
Freshwater	293,310	84,771		
Other	0	0		
<b>Total third-party water withdrawal by withdrawal source</b>				
Surface water		0		
Groundwater		84,771		
Seawater ML		0		
Produced water ML		0		
Total water withdrawal	507,745	84,771		

Water discharge (303-4) Omission: N.B. Freshwater (≤1,000 mg/L Total Dissolved Solids); Other water (>1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>		Reporting notes	Reporting omissions
	All areas	Areas with water stress (i.e. New Mexico)		
<b>Water discharge by destination</b>				
Surface water (total)	116,699	0	This figure relates to treated water from our sewage treatment plant and permitted discharges that discharge directly to surface water drains in the UK. At our German and Dutch sites, rainwater runoff flows into the local streams; periodic sampling is conducted to confirm the local water bodies remain uncontaminated, in accordance with local regulatory requirements.	
Third-party water (total)	83,951	10,111		
Third-party water sent for use to other organisations	0	0		
Total water discharge	200,650	10,111		
<b>Water discharge by freshwater and other water</b>				
Freshwater	116,699	0		
Other	83,951	10,111	Our discharge water quality is closely monitored in accordance with local regulations and the terms of our licence agreements. We report data regularly to the local authorities, who audit our data and may conduct additional sampling and testing. We do not currently measure Total Dissolved Solids content of this water; for reporting purposes, all discharges are assumed to be "Other" water.	
<b>Water discharge by level of treatment</b>				
N.B. it is assumed total water consumption = ((Discharge [No treatment] + Discharge [Process water tested for radioactivity] + Discharge [Water treated in Sewage Treatment Plant (UK)]+ Discharge [other treatment] minus evaporative losses)..... except for Capenhurst if the data from the Sewage Treatment Plant is obtained as then discharge>consumption.				
No treatment	107,955.68	10,111	This includes water such as domestic sewage. This is an overestimation of how much water is untreated; for example, water from the canteens is treated to remove oil, but we do not have data on volumes. Similarly, samples of condensate from our cooling towers are tested for radioactivity, although this is greater than the volume requiring treatment for radioactivity.	
Water treated in onsite Sewage Treatment Plant (UK)	92,694.35	0		

Water consumption (303-5) N.B. Freshwater (≤1,000 mg/L Total Dissolved Solids); Other water (>1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>		Reporting notes	Reporting omissions
	All areas	Areas with water stress (i.e. New Mexico)		
Total water consumption	307,095	74,659	Major sources of water consumption include our evaporative cooling towers (at all sites except Gronau) and discharges of process water to our on-site evaporation pond at in the US. Consumption is assumed to be equal to withdrawal minus discharge.	
Change in water storage, if water storage has been identified as having a significant water-related impact	N/A	0	This is N/A- we do not have significant storage of water. We do have ponds on site, such as containment ponds in Almelo to slow the flow of water and reduce the risk of flooding, rainwater ponds at Gronau for fire-fighting, and an evaporation pond at Eunice, but the volumes are not monitored.	





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