



urenco

Sustainability report
2015

URENCO is an important player in the global nuclear fuel supply chain, providing our customers with the enrichment services they need to produce electricity through nuclear generation.

Sustainability lies at the core of URENCO's business and operations. We are a business that operates in a long-term industry and are proud to play a key role in supporting the world's requirement for low carbon electricity.

urenco
enriching the future



Contents

Overview

Introduction	4
Chief Executive Officer's review	6
Our global role	10
Our role in the nuclear fuel supply chain	12
The uranium enrichment process	14
Engaging with our stakeholders	16

Focus areas

Focus areas, materiality and risk	18
Key performance indicators	20
Focus area 1: Health and safety, safeguards and security	22
Focus area 2: Environmental impact	26
Focus area 3: Supplier of choice	32
Focus area 4: Employer of choice	36
Focus area 5: Community engagement	38
Focus area 6: Asset integrity	43

Assessment

Managing sustainability	44
About this report	45
Assurance statement	46

Performance

Our GRI performance	48
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Further information

Glossary	64
Contact	66

Use the QR code below to download a free mobile application to discover interactive content throughout the report. Look out for the icon.



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Overview

Introduction



URENCO's operational heritage of more than 40 years has built a company that plays an important role in the world's nuclear energy industry, helping our customers generate low carbon energy in a safe and sustainable way.

Nuclear is a long-term business and URENCO takes a long-term view of its operations. Our customers have entrusted us with meeting their future uranium enrichment needs – we take this very seriously and deeply value these relationships.

Our values guide our strategic and operational decision making. We endeavour to do all we can to meet both current and future demand while at the same time fulfilling our commitments to society and the environment.

Our geographical reach and diversity of supply are distinct competitive advantages which allow us to respond flexibly to market demand.

We are constantly working to ensure we have the people, skills and resources in place to meet our commitments to our stakeholders and to ensure the long-term sustainability of our business.

It is what we call 'enriching the future'.



“We use centrifuge technology to provide uranium enrichment services to customers who then generate low carbon electricity using nuclear energy”

Overview

Chief Executive Officer's review

URENCO is committed to meeting the present and future needs of its customers by optimising the supply of enrichment services, driving innovation and efficiency in response to market conditions, and reinforcing its role as a reliable long-term partner to the industry. Here, URENCO's new Chief Executive Officer, Thomas Haeberle, answers questions about URENCO's sustainability performance in 2015 and its future priorities.



Thomas Haeberle
Chief Executive Officer

How central is sustainability to URENCO?

Having joined URENCO earlier this year, I am delighted to see the passion and commitment of our workforce in the area of sustainability. It is a core part of URENCO's company culture and operations. The Sustainability Committee, which is a Board committee, is now in its second year and has made progress in embedding sustainability across the Group. Sustainability KPIs were developed and implemented in 2015, and in 2016 we will be looking to improve the way we perform and report on our progress in the core sustainability focus areas.

Is sustainability just about turning off lights and being more environmentally friendly?

These are common misperceptions about sustainability and it is my role, and the role of our executive team, to inform our stakeholders about what sustainability really means. For URENCO, sustainability is about building a company for the long term. This means undertaking the most appropriate activities that ensure the optimal economic, environmental and social outcomes for the company and its stakeholders. This report details the steps URENCO takes to achieve this and how success is measured.

What's your view of the global nuclear energy landscape?

Due to population growth and urbanisation, the energy market reflects both the world's cities and centralised urban areas, which are associated with approximately 70% of global energy consumption¹, and the less developed parts of the world where decentralised energy demand is strong but where limited grid capacity and poor infrastructure require more distributed power generation.

Nuclear power is well positioned to meet the needs of both these markets. In the big cities of the developed world and emerging economies, traditional 'big nuclear' can provide large quantities of secure and reliable energy to meet growth and consumption requirements. In markets where grid connections are not as sophisticated, nuclear could be deployed on a small or micro scale.

Why is the nuclear industry so important from a sustainable energy perspective?

It is viewed as extremely important. Global nuclear power generation is predicted to increase by between 60% and 86% through to 2040², with the International Atomic Energy Agency's 'high growth scenario' projecting an increase in capacity to 631.8 GWe by 2030.

Globally the development of renewables is a key area of focus. It is acknowledged that we need to wean ourselves off fossil fuels and ensure we have sustainable, low carbon forms of energy so that the global temperature rises by no more than the generally accepted level of 1.5°C by 2050³. Nuclear energy fits this requirement extremely well as it is low carbon and secure. Furthermore, as a society we continue to have increased demands for electricity, which will continue as countries develop, therefore having a low carbon form of electricity that can be produced within countries' own borders becomes an essential part of the energy mix.

References:

- ¹ Intergovernmental Panel on Climate Change, 2014, Climate Change 2014 Mitigation of Climate Change Working Group III, <http://mitigation2014.org/report/publication/p.927>
- ² International Energy Agency, World Energy Outlook 2015, November 2015, p586-7, based on comparison of the Current Policies and New Policies Scenarios in the 2013 v 2040 period
- ³ International Energy Agency, World Energy Outlook Special Report: Energy and Climate Change, June 2015, <http://www.iea.org/publications/freepublications/publication/WEO2015SpecialReportonEnergyandClimateChange.pdf>
- ⁴ WNA: Hot Topics, 2015 Edition, 2015, page 6 (not publicly available online)

How is URENCO preparing to address these changes?

We will be working with our stakeholders to assess both current and future opportunities. Although these developments are a long way off, as we support the shift towards smaller modular reactors, or indeed micro-scale nuclear units, we want to ensure we have the skills, knowledge and funds in place to meet these market needs.

Our priority today is to make sure URENCO remains responsive to customers' uranium enrichment requirements and to deliver on our promises over the long term.

What have been the challenges affecting the long-term sustainability of URENCO?

URENCO has and will continue to experience challenging conditions in the global nuclear fuel market due to oversupply in the enrichment market. We have a strong order book which extends beyond 2025 with an approximate value of €17 billion, (2014: €16 billion), however, it is clear that the market is changing rapidly. A priority during this period is to work closely with our customers, respond flexibly to their requirements and build further on our established relationships. URENCO has a long-term view of its business and strives to ensure that it has the skills and capabilities to ensure exceptional customer service for many years to come.

How important is nuclear in limiting CO₂ emissions?

Nuclear energy, together with renewables, is an essential part of a balanced energy mix. It provides a reliable source of low carbon energy. Existing nuclear power plants are the largest low carbon electricity source in the 34 countries that make up the Organisation for Economic Co-operation and Development (OECD)⁴.

The COP21 climate change meeting in Paris in December 2015 has reinforced the importance of reducing global carbon emissions to help mitigate the impact of climate change. Countries around the world committed to taking the necessary steps to protect the planet and signed up to a number of targets; nuclear power as part of a balanced energy mix is well positioned to help meet these targets.

How is sustainability managed across the business?

The Sustainability Committee is operating successfully and our employees have a good understanding of how sustainability fits into the business. In support of the Committee's activities and ambitions, during the year a Sustainability Programme Team was established which meets regularly to oversee the delivery of sustainability initiatives and to ensure sustainability is being well managed across the Group.

There are also Sustainability Sponsors of each focus area who are responsible for determining KPIs and associated initiatives. These are then reviewed by the Sustainability Committee.

What are URENCO's sustainability KPIs?

In 2015, URENCO established key performance indicators (KPIs) for the first time. These apply to each of the six sustainability focus areas and enable us to track and monitor progress.

To deliver on these KPIs, data is interrogated to identify trends and any calls to action are flagged to senior management. You can find out more about our KPIs and targets on [page 20](#).

Is this report a G4 report, and what does this mean for URENCO?

Since 2007, URENCO has produced a sustainability report in line with the world's most widely-used sustainability reporting guidelines from the Global Reporting Initiative (GRI). The 2014 Sustainability Report was prepared in accordance with the core requirements of the most up-to-date GRI sustainability reporting guidelines – known as G4. **We are pleased to report that our Group Sustainability Report 2015 has also been prepared in accordance with the GRI G4 Core requirements.**

How did URENCO perform in its six sustainability focus areas?

There are six key areas within URENCO's sustainability strategy:

- Health & safety, safeguards and security
- Environmental impact
- Supplier of choice
- Employer of choice
- Community engagement
- Asset integrity

Safety, as ever, remained a key focus for URENCO in 2015. There was a reduction in the number of Lost Time Incidents (LTIs) from 11 in 2014 to six. Although this is still too many, an increased focus on behavioural safety has led to improvements in the way that LTIs, injuries and near misses are monitored and reported. These improvements have highlighted learnings which URENCO staff can share in order to reduce the occurrence of related incidents in the future.

During August 2015, there was an incident at URENCO's enrichment facility in the Netherlands, caused by a support system filter with trapping material, which led to a limited increase in the measurement of low level radioactive material in the vent and on the roof of the facility. The incident did not cause any injuries or have a detrimental impact on the environment, however, it had an impact on our business with part of the affected hall being temporarily out of production. Learnings from this incident were shared across the Group.

Efforts also continued to minimise the environmental impact of the business and achieve greater efficiencies, including a power reduction scheme for the centrifuges in Germany; upgrades to LED lighting at our facilities in the USA and Germany, and pilot programmes in the Netherlands and the UK; and a Footprint Travel Programme at our UK enrichment facility. Meanwhile, URENCO's contribution to responsible uranium stewardship continued with the ongoing construction of the Tails Management Facility (TMF) in the UK.

It was a good year for employee engagement at URENCO. Last year, the company undertook its 2015 employee survey and achieved a record response rate of 95.6%⁵. Commitment, engagement and satisfaction levels were all higher than external benchmarks (see [page 36](#) for more information), which underscores URENCO's efforts to be an Employer of Choice.

How does URENCO attract the next generation of talent into the nuclear industry?

For URENCO, it is critical that the next generation of recruits to the nuclear sector possess the appropriate skills required to combat a predicted skills shortage in the future.

This is why URENCO invests in a comprehensive education outreach programme to nurture an interest in science and engineering, and to encourage future talent into the nuclear industry.

2015 was an outstanding year for the company's education initiatives as well as for Richie, the animated figure who represents our STEM⁶ programme. Education outreach expanded in the Netherlands, the UK, the USA and Germany, inspiring over 27,000 schoolchildren to learn about science in a way that is dynamic, fun and engaging. The second annual Richie Lecture also took place which was attended by 300 eager and inquisitive schoolchildren who learned about 'Energy Leaders of the Future'.

A highlight of the year was the announcement of URENCO's new partnership with the Science Museum, London. URENCO is the first sponsor of its major new interactive gallery which will feature more than 50 state-of-the-art exhibits that will inspire curiosity and creativity among the hundreds of thousands of young people who visit the Museum each year, as well as older visitors.

References:

⁵ URENCO internal data, URENCO Employee Survey 2015, March 2015

⁶ STEM is the generally accepted term for the disciplines of Science, Technology, Engineering and Maths.

What are your sustainability priorities for 2016?

During 2015 URENCO maintained its 100% record for customer deliveries, meeting all orders on time, and this will be a major priority again for the year ahead. We want to continue building robust, strategic partnerships with customers founded on reliability, flexibility, quality and safety.

We will also ensure we continue to provide information to our stakeholders that is focused and relevant. To this end, we will again be reporting our sustainability performance to the latest GRI G4 standards, with a core focus on materiality, reaffirming our commitment to ongoing progress and improvement.

We will continue to improve on our six sustainability focus areas across the Group. We have a long-term outlook and this is reflected in our overall approach to sustainability.

Dr Thomas Haeberle
Chief Executive Officer

Our values

We encourage strong employee engagement with our values and embed them across the organisation.



Safety

We operate to the highest standards of safety, environmental and security requirements.



Integrity

We conduct all our relationships with honesty, fairness and respect.



Flexibility

We respond to best meet our customers' needs by flexibly deploying our skills and capabilities.



Development

We are committed to the sustainable development of our business by continuously developing our employees, services and products.



Profitability

We are committed to making profits to secure our future and reward our shareholders and employees.





Overview

Our global role

URENCO is a leading provider of uranium enrichment services to the world's nuclear energy industry.

URENCO UK

Capenhurst, United Kingdom
– URENCO UK provides a production capacity of **4,900 tSW/a**.

URENCO USA

Eunice, New Mexico – our American enrichment facility continues to bring capacity online. It currently stands at **4,600 tSW/a**.

Our operations and customers

- URENCO operations
- Customers

All site capacity data as at 31 December 2015

What we do

We are an international supplier of enrichment services for the civil nuclear market. With operations in four countries, we serve utility customers worldwide who provide low carbon electricity through nuclear generation. The majority of our customers source the feed, uranium hexafluoride (UF₆), which we then enrich to international specifications, enabling them to continue to the next stage of the nuclear fuel supply chain. The ability to operate our centrifuges flexibly allows us to conserve the feed material and provide Enriched Uranium Product (EUP) and natural uranium in addition to enrichment services.

Helping our customers to meet global energy demands and produce low carbon energy is just part of what we do. Educating the next generation on the importance of nuclear within the energy mix, and meeting our wider commitments to sustainability, is also a core part of our culture.

Our facilities

We have four uranium enrichment facilities. These are located at Almelo in the Netherlands; Capenhurst in the UK; Eunice, New Mexico, in the USA; and Gronau in Germany. Our Head Office is located close to London in the UK.

We are the only company in the world to operate enrichment facilities in four countries under four different regulatory regimes. This geographical reach and diversity of supply are distinct competitive advantages which allow us to respond flexibly to our customers' needs. We have a strong forward order book which allows us to plan future production volumes in advance.

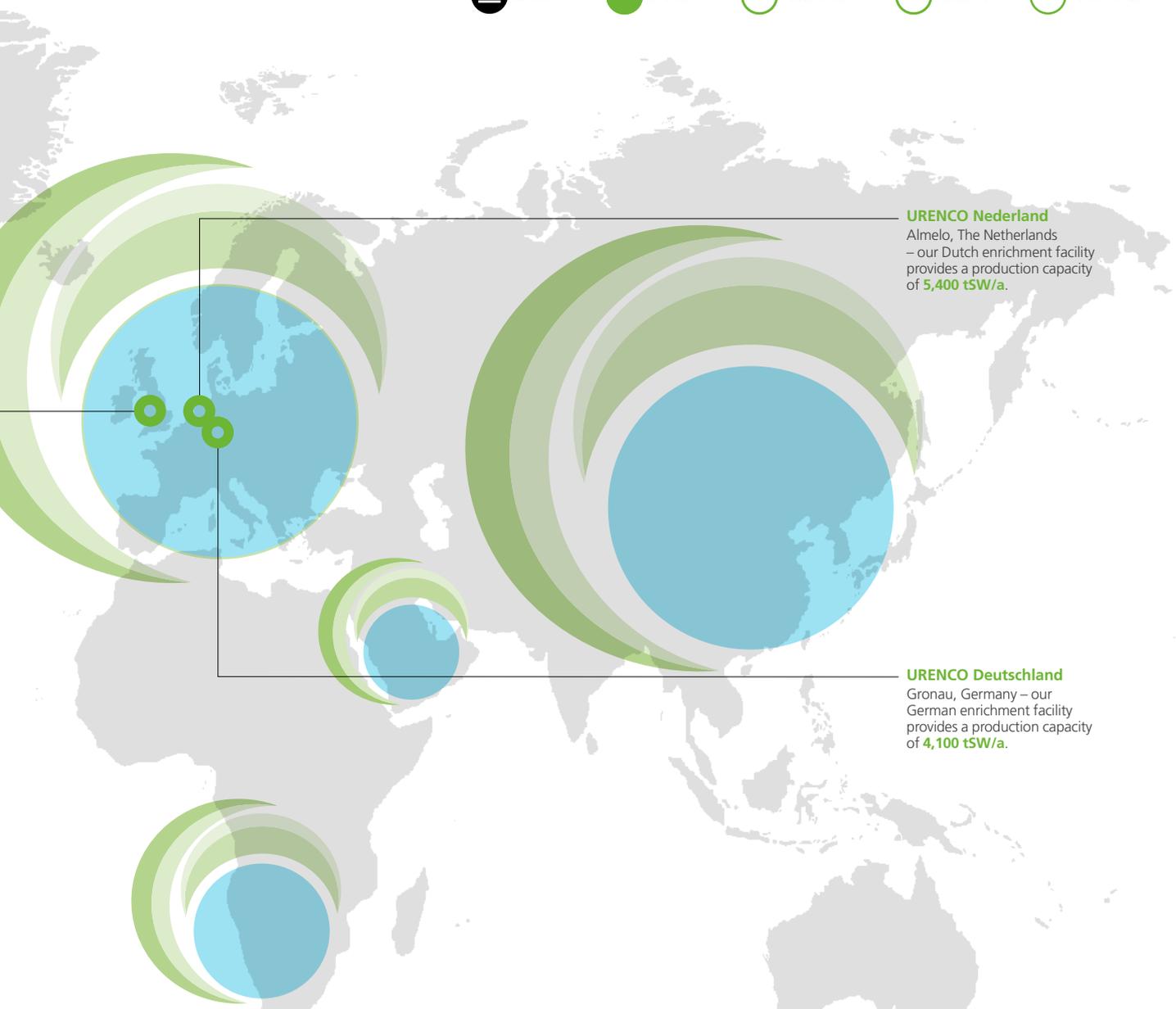
We are also firmly committed to responsible uranium stewardship and we have subsidiaries dedicated to overseeing our work in this area. These include URENCO ChemPlants Limited, which is responsible for the construction of our Tails Management Facility (TMF) in the UK, and Capenhurst Nuclear Services Limited (CNS) which provides responsible materials management and uranium stewardship for the nuclear industry⁷.

Our Stable Isotopes business in the Netherlands draws on our expertise and capabilities in centrifuge technology to produce a variety of products for medical, industrial and research applications.

References:

⁷ For more information on our materials management and uranium stewardship, visit www.capenhurstnuclearservices.com

⁸ URENCO internal data, Global Customer Survey 2014, September 2014

**URENCO Nederland**

Almelo, The Netherlands – our Dutch enrichment facility provides a production capacity of **5,400 tSW/a**.

URENCO Deutschland

Gronau, Germany – our German enrichment facility provides a production capacity of **4,100 tSW/a**.

Our customers

As a leading provider of enrichment services, we supply more than 50 customers in 18 countries. Through robust, long-term partnerships we support customers to deliver on their goals and respond flexibly to their requirements.

We regularly survey our customers to assess the quality of our services and the strength of our customer relationships. In our 2014 Global Customer Survey, 81% of URENCO customers said they were 'very satisfied' with their enrichment services, and 76% said they were 'very satisfied' with their relationship with URENCO⁸.

The Treaty of Almelo

Our heritage can be traced back to the Treaty of Almelo. Signed in 1970 by the UK, Dutch and German governments, the Treaty of Almelo laid the foundations for international co-operation. At its core was a commitment to promote the peaceful application of nuclear power and to harness atomic expertise for use in energy, science and medicine. It created a platform for the joint development of centrifuge enrichment technology and put robust safeguards in place to protect this technology from misuse and proliferation. Under the terms and principles of the Treaty, URENCO has become a key provider of enrichment services globally. As URENCO has grown, it has extended its international co-operation through treaties with the USA and France.

By complying with these agreements and living our values (see [page 9](#)), we continue to focus on quality, reliability and the highest standards of uranium stewardship and corporate responsibility.

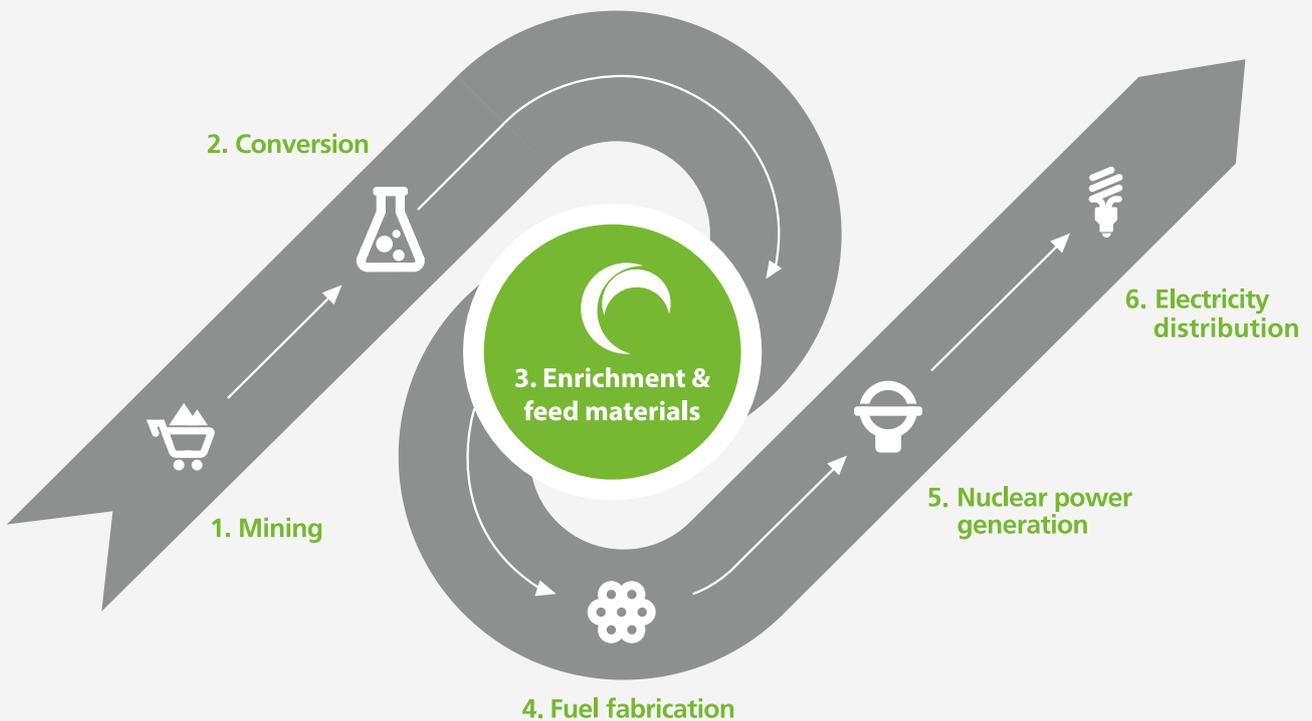
In 2013, our shareholders announced they were considering divesting their shares in URENCO, and discussion on a potential sale continued during 2015. The Treaty of Almelo provides a framework for the consistent operation of the Group, and any change in ownership would have to adhere to the provisions of this treaty and others, ensuring long-term continuity and stability for our business and our customers.

Overview

Our role in the nuclear fuel supply chain

URENCO plays a key role in the global nuclear fuel supply chain. We provide our customers with the enrichment services they need to produce low carbon electricity through nuclear generation.

The nuclear fuel supply chain



URENCO's supply chain

URENCO plays a key role in the nuclear fuel supply chain and we cooperate with companies across the enrichment fuel cycle around the world, including converters and fuel fabricators. We seek to optimise our services and provide our customers with a reliable, efficient and secure supply of enrichment services for their reactors. Unlike some of our competitors, URENCO's core business is primarily focused on the provision of enrichment services. We have spent more than 40 years developing our technology and expertise in this field. Our long-term order book gives us the ability to react to market and customer demands. The number and location of our customers is shown in our 2015 Annual Report.

Managing risk and sustainability in the supply chain

We adhere to International Atomic Energy Agency (IAEA) guidelines and all other national and international regulations regarding the transportation of radioactive material, and we adhere to strict regulatory requirements in all aspects of our own logistics procedures. Beyond that, we actively contribute to the development of the regulatory framework by attending IAEA workshops, the results of which serve as recommendations for changes in legislation.



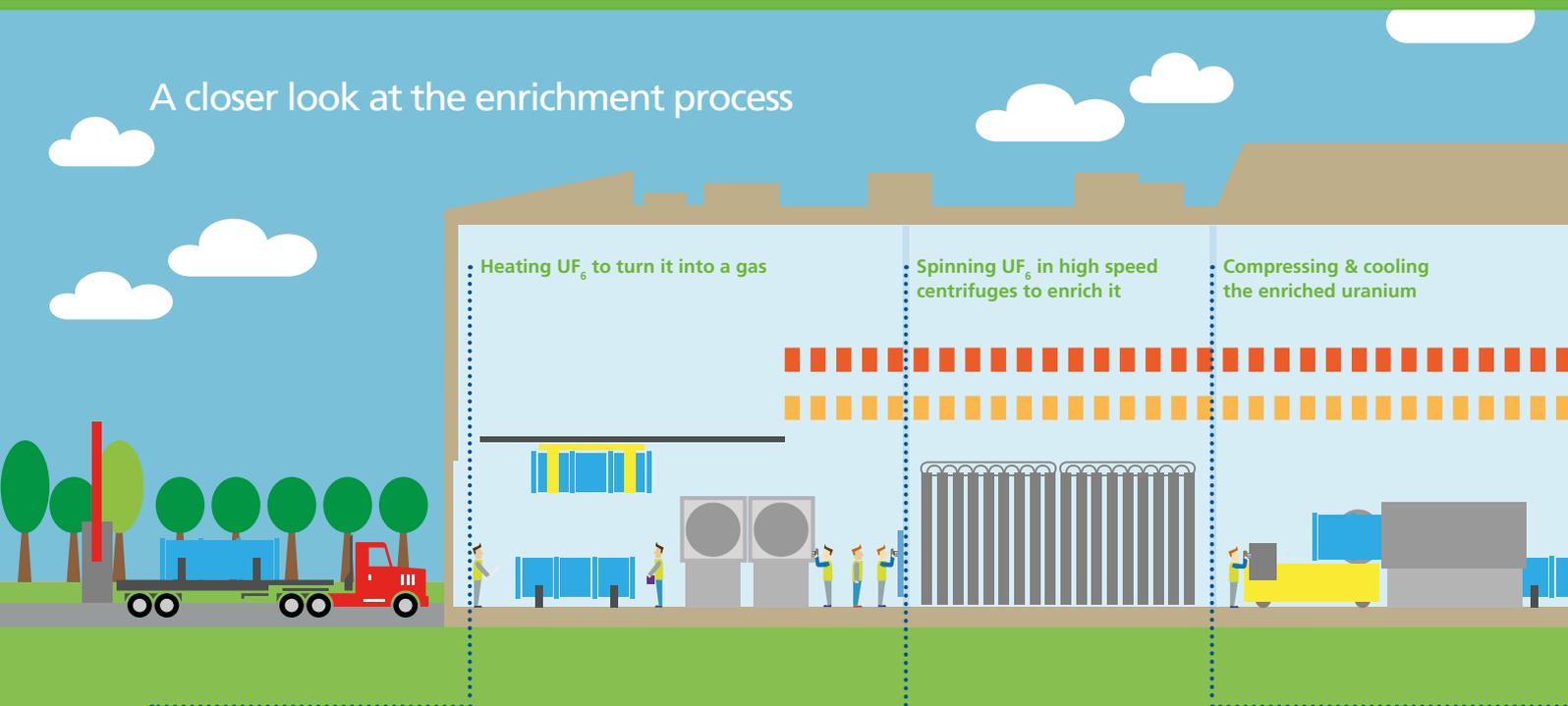
“Our enrichment services provide our customers with safe and reliable supplies of enriched uranium to fuel civil nuclear reactors”

Overview

The uranium enrichment process

URENCO's part in the process starts with the delivery of customers' uranium hexafluoride (UF_6) to our enrichment facilities. UF_6 is the most suitable form of uranium for enrichment because it is easily turned into a gas when heated.

A closer look at the enrichment process



Heating UF_6 to turn it into a gas

UF_6 is delivered to our enrichment facilities by approved suppliers in internationally standardised transport containers.

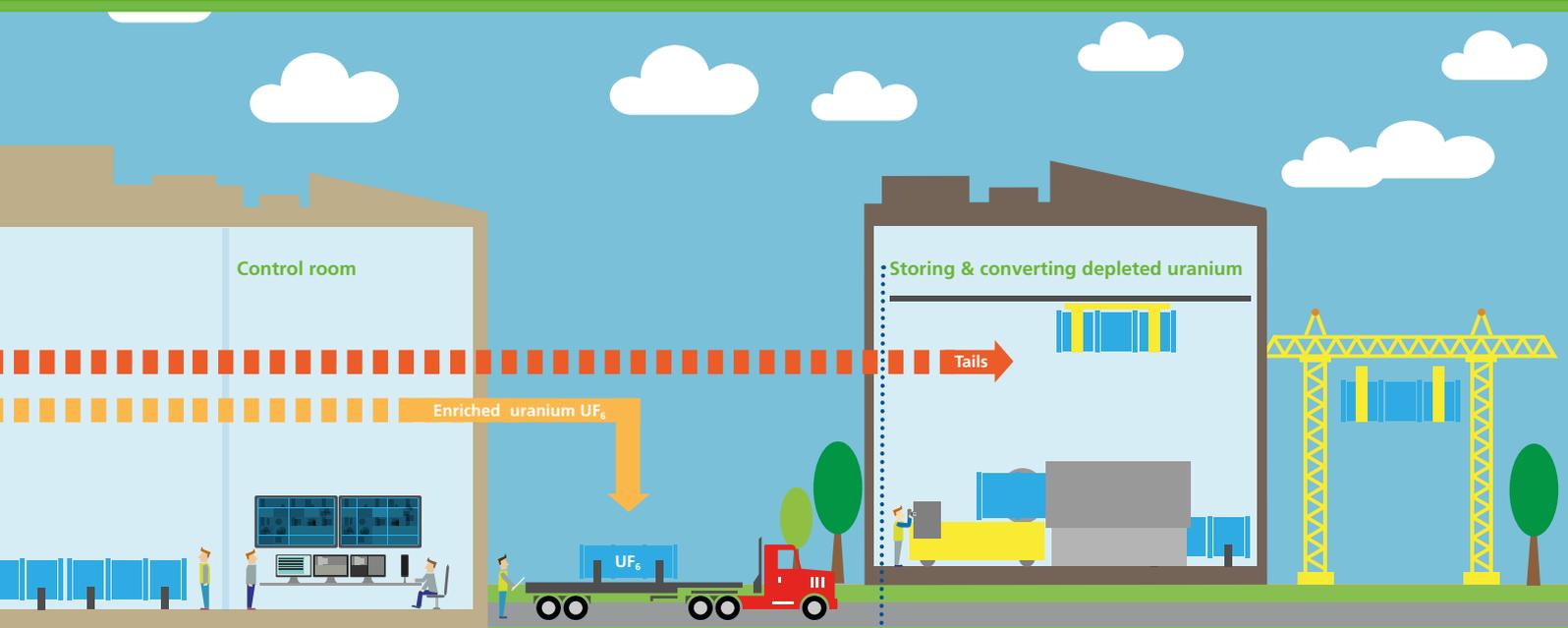
UF_6 is solid at ambient temperature. At our enrichment facility we connect the transport container holding UF_6 to the plant feed system. It is then heated in order to vaporise the UF_6 and turn it into gas at sub-atmospheric pressure.

Spinning UF_6 in high speed centrifuges to enrich it

We feed the UF_6 gas into a centrifuge casing containing a cylindrical rotor which spins at high speed, separating uranium's two isotopes. The heavier isotope U_{238} is forced closer to the wall of the rotor than the lighter U_{235} . As a result, the UF_6 gas closer to the wall is depleted in U_{235} and the UF_6 gas nearer the rotor axis is slightly enriched in U_{235} . We repeat the process over and over again in a series of centrifuges, known as cascades, until we achieve the desired levels of U_{235} enrichment to meet our customers' specifications.



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Compressing and cooling the enriched uranium

The enriched uranium (UF_6 containing up to 5% of the U_{235} isotope) is fed from the centrifuge cascades into a compressor and then into a cooling box containing a cylinder. As it cools, the UF_6 vapour solidifies in cylinders. We homogenise the UF_6 in the cylinders and check the quality of a sample before delivery to customers. We weigh all cylinders to comply with the accounting and tracking requirements of the European Atomic Energy Community (EURATOM), United States Nuclear Regulatory Commission (USNRC) and the International Atomic Energy Agency (IAEA).

Storing and converting depleted uranium

The UF_6 gas closer to the wall in the centrifuge is depleted in U_{235} . This by-product is known as 'tails'. We collect and cool tails in a cooling box containing a cylinder, weighing it to ensure all material can be accounted for. Tails still contain a low concentration of U_{235} and can be re-enriched if economically viable.

We store tails at our enrichment facilities in internationally approved containers pending deconversion to a chemically stable form – uranium oxide (U_3O_8) – for long-term storage.

As well as storing tails at our facilities, we currently receive third party services to chemically convert depleted UF_6 into U_3O_8 . We are constructing our own Tails Management Facility to convert UF_6 to U_3O_8 . This conversion process additionally creates hydrofluoric acid, a valuable chemical used globally by industry.



Overview

Engaging with our stakeholders

URENCO engages regularly with stakeholders in an open and transparent way. Our stakeholder engagement policy is a core aspect of our commitment to good governance, and part of our efforts to build understanding of our operations and our industry, enabling us to understand specific issues and concerns.

Through regular stakeholder engagement, we are able to identify, manage and mitigate the sustainability risks we face; in this way, the process of engagement underpins our commitment to our people, communities and the environment, and to the long-term success and sustainability of URENCO.

Identifying our stakeholders

We define our key stakeholders as those who we impact most as a business, and those who have significant influence on URENCO. To identify these groups, in 2015 we updated our stakeholder mapping. This process concluded the following list which, while not exhaustive, represents the stakeholder groups that form the core focus of our stakeholder engagement:

- Customers (see map on page 10)
- Employees, including Apprentices (across the Group)
- Government / politicians (senior policy advisors, local government)
- Investors / shareholders / banks / rating agencies (see the Investor section of our website)
- Local communities (in the proximity of our enrichment facilities and offices)
- Media/social media (global)

- NGOs
 - Environment
 - Environment agencies (including campaign groups)
 - Research bodies
 - Community
 - Local authorities (in the countries where we operate)
 - Trade and industry associations (e.g. World Nuclear Association, national industry associations)
 - Peers (Johnson Matthey, Amec, Rolls Royce, EY, Babcock)
- Regulators (local and international)
- School children / students/ graduates
- Suppliers (auditors, lawyers, transport suppliers)

As we do each year, in 2015 we collated and recorded all dialogue with these groups in a detailed stakeholder log. This process enables us to maintain an up-to-date account of any stakeholder concerns and deal with them quickly and efficiently. It also helps us to identify any issues that require closer monitoring and bring them to the attention of our senior management.

Stakeholder group	Types of engagement	Examples of topics raised by individual stakeholders	Achievements in 2015
Customers	<ul style="list-style-type: none"> • An independent customer survey every three years assesses customer satisfaction • Use of social media for news and corporate updates • Regular ongoing contact with each of our customers (including site visits) 	<ul style="list-style-type: none"> • Environmental data requests (including emissions, waste, electrical and water consumption) • Transport– out of contract requests for flexibility around transportation requirements • Safety indicators (including dose rates) 	<ul style="list-style-type: none"> • All deliveries carried out on time • Updated SWU (Separative Work Unit) calculator launched on URENCO website • URENCO's 10th annual WNA reception event held at Lancaster House, London on 9 September 2015
Employees	<ul style="list-style-type: none"> • Group-wide employee survey conducted in 2015 • Quarterly 'About U' company magazines across the Group • Employee briefings/works councils 	<ul style="list-style-type: none"> • Raising safety culture awareness • Potential sale of the company 	<ul style="list-style-type: none"> • Group Volunteering Policy launched to give each employee 8 hours, per annum to volunteer in the community • Employee Survey 2015 recorded sustained levels of commitment and satisfaction • URENCO's Joint Board volunteering day in Almelo • Continued ZERO HARM campaign to educate employees and contractors about safety • Continued dialogue with employees through briefing sessions and works councils
Government/ Politicians	<ul style="list-style-type: none"> • One-to-one meetings • Structured communication through URENCO's Joint Committee • Enrichment facility visits from key officials • Reputation Audit 	<ul style="list-style-type: none"> • Political landscape • Investment in local areas • Opportunities in new markets– encourage nuclear demand 	<ul style="list-style-type: none"> • Reputation Audit completed in 2015 engaging directly with this stakeholder group • Site visits • Continued dialogue with key opinion formers in EU and USA

Stakeholder group	Types of engagement	Examples of topics raised by individual stakeholders	Achievements in 2015
Investors/ Shareholders/ Banks/ Rating Agencies	<ul style="list-style-type: none"> Board meetings Shareholder working groups Bond issuance/ investor presentations 	<ul style="list-style-type: none"> News on a potential sale Current market conditions Economic performance 	<ul style="list-style-type: none"> Successful Bond issuance of €500 million One to one meetings held throughout the year Full year results webcast
Local Communities	<ul style="list-style-type: none"> Local liaison dialogue Practical and financial support for community initiatives Tours of our enrichment facilities 	<ul style="list-style-type: none"> Asset restoration Value Richie programme and activity in the community Traffic and noise issues raised in regards to Capenhurst site Sponsorship opportunities 	<ul style="list-style-type: none"> Reputation Audit completed in 2015 engaging directly with this stakeholder group Regular council and local liaison meetings Noise monitoring equipment installed at Capenhurst site in response to concerns raised by local residents TMF facility at Capenhurst site reduced 'noise inducing' out of hours work, in response to concerns raised by local residents Traffic situation lessened by avoiding highly congested routes into the Capenhurst site Continued with the highly valued Richie science workshop programme Open day at UNL as part of Almelo's high tech discovery route.
Media	<ul style="list-style-type: none"> Journalist tours of our enrichment facilities Press Releases and News Releases 	<ul style="list-style-type: none"> Local community grievances Potential Sale- Government Privatisation 	<ul style="list-style-type: none"> Local press and radio interviews News releases issued on website Site visits
NGOs Community Trade/ Industry Associations and Peer Organisations	<ul style="list-style-type: none"> We are members of a number of Industry Associations (see page 53) 	<ul style="list-style-type: none"> Political Landscape Public Education- Richie programme Workforce skills gap Innovation, Technology and R&D Opportunities in new markets- to encourage nuclear demand Diversity 	<ul style="list-style-type: none"> Reputation Audit completed in 2015 engaging directly with this stakeholder group UUSA presented at NRC Fuel Cycle Information Exchange Conference in June 2015 Sponsorship of World Nuclear Association Welcome Reception at Annual Symposium Attendance and presentations at key industry conferences
NGOs Activist/ Campaign Groups	<ul style="list-style-type: none"> Protesters/ anti-nuclear activists outside our enrichment facility in Germany Opposition to license renewal for transport company in the Netherlands which URENCO contracts with 	<ul style="list-style-type: none"> Anti-nuclear monthly gatherings at enrichment facility in Germany Opposed the transfer of nuclear material between countries 	<ul style="list-style-type: none"> Engaged with regulators to provide all factual information required
NGOs Environmental Agency	<ul style="list-style-type: none"> Enrichment facility visits from key officials 	<ul style="list-style-type: none"> Noise pollution from construction works at Capenhurst site 	<ul style="list-style-type: none"> Noise monitoring equipment installed at Capenhurst site in response to concerns raised by local residents
Regulators	<ul style="list-style-type: none"> Enrichment facility visits from key officials 	<ul style="list-style-type: none"> Licensing applications and continuing to meet regulatory requirements Safeguards Security briefings 	<ul style="list-style-type: none"> Regulatory approval to expand UUSA plant in 2015 After several years, a license to operate the feed storage crane at UD was approved in 2015 Frequent contact with regulators is a business normality
School children/ Graduates/ Apprentices	<ul style="list-style-type: none"> Careers Fairs Annual Big Bang Fair in the UK Dedicated Learn with Richie website 	<ul style="list-style-type: none"> Career opportunities at URENCO Richie programme Increase their understanding of the nuclear industry and what we do 	<ul style="list-style-type: none"> STEM workshops to secure succession of our industry (UUK, UNL) Collaboration with British Science Association CREST Star Programme to nurture an interest in science and engineering Launch of partnership with Science Museum, London Updated KS3 (11-14 year old) section of the Learn with Richie website in 2015
Suppliers	<ul style="list-style-type: none"> Reputation Audit One to one meetings 	<ul style="list-style-type: none"> Transportation licenses of shipping uranic materials Limited understanding of what URENCO does- secrecy Opportunities in new markets- encourage nuclear demand 	<ul style="list-style-type: none"> Reputation Audit completed in 2015 engaging directly with this stakeholder group



Focus areas

Focus areas, materiality and risk

Our sustainability strategy guides the way we manage our business and fulfil our commitments to society and the environment. As part of this strategy, we have developed six sustainability focus areas.



Within each of these focus areas, in 2015 we developed and implemented key performance indicators (KPIs).

Materiality

This report adopts the Global Reporting Initiative’s (GRI’s) G4 sustainability reporting guidelines and is in accordance with the core requirements.

The main focus of the G4 guidelines is ‘materiality’ – which means those ‘aspects’ or topics which are most relevant to our operations. Under GRI definitions, relevant aspects are those that “may reasonably be considered important for reflecting [an] organisation’s economic, environmental and social impacts, or influencing the decisions of stakeholders”. ‘Materiality’ is the threshold at which aspects become sufficiently important to merit inclusion within a report.

Determining ‘material aspects’

In 2015, drawing on existing stakeholder data, and taking into account key issues raised during stakeholder engagement activities, we conducted an in-depth materiality analysis. This process, which is a key part of our commitment to continual improvement, enabled us to identify a number of material issues which we believe are relevant to our business. It also enabled us to reconfirm the relevance of our six sustainability focus areas, which were first established in 2014.

Priority and monitor aspects

In accordance with GRI G4 best practice, our materiality analysis also involved establishing thresholds to help us ascertain which material issues are a priority (priority aspects), and which need to be monitored (monitor aspects)– see next page.



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Aspects	Page	Boundary
Priority aspects		
Asset integrity	43	Inside the organisation
Economic performance	32	Inside and outside the organisation
Emissions	26	Inside the organisation
Employee engagement*	36	Inside and outside the organisation
Safety	22	Inside and outside the organisation
Science education*	40	Inside and outside the organisation
Transport	32-33	Inside and outside the organisation
Waste (including nuclear material for disposal)*	28	Inside the organisation
Monitoring aspects		
Diversity*	37	Inside the organisation
Energy saving and natural resources	26	Inside the organisation
Innovation, technology and R&D*	33	Inside and outside the organisation
Investment in local areas*	38	Inside the organisation
Noise monitoring	42	Inside the organisation
Opportunities in new markets*	33	Inside and outside the organisation
Political landscape	42	Inside and outside the organisation
Public education	38	Inside and outside the organisation
Regulatory requirements	25	Inside and outside the organisation
Workforce skills gap*	37	Inside and outside the organisation

* New for 2015

These aspects have been reviewed by the Sustainability Programme Team and approved by the Sustainability Committee. Each aspect fits within a specific URENCO sustainability focus area, which is monitored and reviewed by a Sustainability Sponsor.

Principal risks and uncertainties

Risk management and mitigation is a key area of focus for URENCO. Across all areas of URENCO, we work hard to raise risk awareness and we have developed a range of measures to help identify, manage and mitigate potential risks and threats which could impact our business.

As part of our Governance, Risk and Control framework, we follow best practice and ensure we comply with the rigorous legal requirements under which we operate.

Operating in a heavily regulated industry, we focus on managing and overcoming all risks at source through continuous identification, analysis, evaluation and response. Our Executive Risk Management Committee reviews the Group's top risks, their controls and planned actions, and reports back to the Audit Committee and Board on a regular basis.

Our principal risks, including; Safety, Markets, Security and Safeguards, as well as our Risk Management framework, are listed on pages 24-25 of our Annual Report 2015.

Focus areas

Key performance indicators

In 2015 we developed and implemented key performance indicators (KPIs) in each of our sustainability focus areas.

URENCO's sustainability key performance indicators

✓ On Target

✗ Not on Target

Targets relate to year ending 2015.

The tick outlines if a target has been achieved, whereas a cross indicates that this target has not been achieved. These targets have been devised internally by URENCO.

Focus area	KPIs	Targets for 2015	Results for 2015
Health & safety, safeguards and security	Lost Time Injury	<7	6 ✓
	Lost Time Injury rate	<0.2	0.17 ✓
	Medical Treatment Injury rate	Operations <0.4	0.26 ✓
		Construction <0.7	0.07 ✓
Environmental impact	Hazardous waste ⁹	No more than 2014	+23% ¹⁰ ✗
	Non-hazardous waste	No more than 2014	0% ✓
	Recycled material	No less than 2014	-25% ¹¹ ✗
	Specific direct energy consumption*	No more than 2014	-2% ✓
	Specific electricity consumption*	No more than 2014	+1% ✗
	Specific CO ₂ e emissions*	No more than 2014	+1% ✗
	Specific water consumption*	No more than 2014	-6% ✓
Supplier of choice	100% delivery	100%	100% ✓
	Customer satisfaction	0 complaints	0 complaints ✓
Employer of choice	Employee turnover	>2%, <10%	5% ✓
Community engagement	Financial sponsorship of education, healthy living, culture and environment	0.1% of EBITDA	12% above target ✓
	Science education	15,000 school children reached	>27,000 ✓
	URENCO employee community activity	Measure uptake	>20% of employees across the Group ✓
Asset integrity		No external KPIs reported	N/A

* 'Specific' refers to a calculation which is normalised for year on year comparisons based on kgSW/a (production capacity).

References

⁹ Transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII.

¹⁰ Increase due to the TMF project transitioning to internal works, which has increased the amount of aerosols, paints and oils which are considered hazardous.

¹¹ URENCO's KPI definition for recycled waste includes composted, recycled and reused waste. There has been a decrease in 2015 due to some reused waste being reclassified as recovered, whereby the waste was re-utilised to serve a different purpose at our TMF. However, if we take account of the recovered waste in the overall figure we have increased recycling by 5%. For the data tables please see [page 60](#).



“Our Apprentice scheme supports the next generation of talent across the URENCO Group”

Focus areas

Focus area 1: Health and safety, safeguards and security

Health and safety, safeguards and security are critical to the long-term success of our business, and we are continuously looking to improve our policies, processes and performance in this area.

Safety is our number one priority and a material aspect for our business. As such, it is a crucial element of our culture for our employees and contractors, and we drive the highest standards of safety across the Group.

Health

In all areas of our business, we take the health of our employees and contractors extremely seriously and we have developed a range of measures designed to keep our people fit and well. We enable flexible working arrangements to help minimise workplace stress, and at a number of sites we offer subsidised gym membership and regular health checks. Across the Group we provide a variety of initiatives, including monthly wellness newsletters, quarterly health challenges, sports and healthy eating activities and general health incentive schemes.

Safety (priority aspect)

Our Group Compliance function oversees safety at URENCO and holds health, safety and environment (HSE) meetings every three months, in addition to more local updates. Day-to-day accountability is assigned at enrichment facility level. At each facility, we have a Head of Compliance supported by an HSE team, which in turn works with the Group Health and Safety Manager.

As part of our commitment to continuous improvement, HSE is reported on at each meeting of the Sustainability Committee, to the URENCO Board. The Board and senior management evaluate our overall approach to health and safety and discuss new initiatives to help improve safety awareness across the Group.

Due to an increased level of LTIs in 2014, in 2015 we renewed our focus on behavioural safety across the Group. Overall in 2015, we had six LTIs compared to 11 in 2014.

Our ZERO HARM¹² campaign is a core part of our safety culture. Launched in 2014, it has supported the embedding of safety behaviours and values across the Group. It includes quarterly communications to employees around the ZERO HARM principles, plus monthly features on specific safety issues relevant to URENCO.

In April 2015, we launched a new Safety Plan to build on the ongoing delivery of ZERO HARM into 2016. The plan encompasses:

- **Leadership visibility and commitment to safety**
Leaders¹³ 'routinely and frequently' spending time in the business interacting with workers and talking openly about the importance of safety and carrying out safety spot checks
- **Cross-site health and safety audits**
Independent reviews and audits of each site's health and safety management arrangements

- **Significant event learning**
Review of Business Critical Incident reports with sites demonstrating how they will ensure there is no recurrence
- **Safety days**
Site-specific and culturally-relevant safety days to be held across the Group to promote employee engagement with key issues
- **Safety communication strategy**
Aligning cross-site safety communications for all significant incidents
- **Standards and expectations**
Introduction of a series of Group-wide safety-orientated standards and expectations

As part of the Safety Plan, during 2015 we conducted five in-depth cross-site health and safety audits. These audits were led by Executives from across the URENCO Group, carried out by health and safety managers and involved a rigorous focus on best practice, with on-the-spot interviews with employees, scrutiny of signage and assessment of day-to-day safety behaviours. An audit and detailed report flagging key findings and actions was presented to the URENCO Board in 2016.

2015 also saw enhanced health and safety communications across the Group. To ensure employees understand what is expected of them, we delivered briefings from our UK Head Office on ZERO HARM requirements, and increased the number of verbal briefings, seminars and talks on safety at all our sites.

Sustainability KPIs for Safety:

● Lost time injuries:	Target <7	
	Actual 6	✓
● Lost time injury rate¹⁴:	Target <0.2	
	Actual 0.17	✓
● Medical treatment injury rate:	Target Operations <0.4, Construction <0.7	
	Actual Operations: 0.25	✓
	Construction: 0.07	✓

GRI: LA6- see [page 55](#).

References

¹² ZERO HARM is an internal initiative to provide employees with a memorable acronym to ensure safety is always being considered.

¹³ Senior Executives, Managing Directors, Lead Team members, Managers and individuals in positions of direct leadership.

¹⁴ LTI and MTI incidence rates are calculated using the standard OSHA definition, referring to the number of injuries and illnesses, or lost workdays, per 100 full-time workers. https://www.osha.gov/pls/oshaweb/owadisp.show_document?p_id=11264&p_table=standards



*"Safety is a key priority
for all our employees"*



“We operate in accordance with stringent industry and regulatory standards”

Key activities and initiatives that address this material aspect include:

- HSE is reported on at each meeting of the URENCO Sustainability Committee
- Development of a new Safety Plan to support the ongoing delivery of ZERO HARM
- In-depth, cross-site health and safety audits
- Regular safety briefings, seminars and talks on all sites

Radiological safety

The centrifugal process involves physically separating the lighter isotope of uranium, U_{235} , from the heavier isotope, U_{238} . Enriching uranium does not involve changing its chemical characteristics and no additional radiation is created during the process. The operational hazards associated with our facilities are more similar to those of a chemical facility than a nuclear facility.

In the UK, Public Health England has calculated that, on average, people are exposed to about 2.7 millisieverts (mSv) of radiation a year from naturally occurring sources in homes and workplaces and medical exposures, including x-rays¹⁵. Many people who visit our sites for the first time are surprised at how low the levels of radiation involved in uranium enrichment actually are. Indeed, across all our enrichment facilities radiation protection teams monitor and manage radiological safety to ensure that exposure levels are kept to an absolute minimum.

For radiation dose rate see [page 60](#).

Regulatory requirements – Safeguards (monitor aspect)

URENCO has a dedicated Safeguards culture to ensure that our work is carried out in a safe way and within specific, internationally approved standards as governed by law. Enrichment is one of the most proliferation-sensitive parts of the nuclear fuel cycle which needs an effective non-discriminatory Safeguards regime. Non-proliferation aspects are considered throughout all company business areas, from contract negotiations through to implementation of operational procedures.

Our Head of Safeguards reports directly to our Group Director, Business Assurance, who keeps our executive team fully informed of all activities in this area.

We have many years' experience of the development and implementation of Safeguards regimes in Gas Centrifuge Enrichment Plants (GCEPs).

The current Safeguards regime for GCEPs, which is based on the Hexapartite Safeguards Project¹⁶ and the Additional Protocol¹⁷ and in Europe, recently improved by a revised Partnership Approach between Euratom and the IAEA, was substantially shaped by active URENCO contributions.

We take a strong interest in sharing our Safeguards experience with other stakeholders. This is regularly done by participation in and active contribution to international Safeguards conferences, such as ESARDA¹⁸, INMM¹⁹ and GCEP-specific international workshops, and hosting IAEA safeguards inspection training courses on URENCO sites.

Key activities and initiatives that address this material aspect include:

- Compliance with all industry and regulatory standards
- Participate in and support key international safeguards bodies, such as the IAEA, Euratom, ESARDA and INMM
- German and Dutch enrichment facilities certified to ISO 27001 (IT security)

Regulatory requirements – Security (monitor aspect)

URENCO invests in comprehensive measures to ensure the security of our sites and operations, including physical, personnel and cyber threats and risks. These include rigorous screening processes and stringent on-site security precautions for anyone accessing our sites as well as operating multiple layers of cyber security controls to address information security requirements in both IT and operational technology. We comply with all relevant industry and regulatory standards and maintain various security certifications for people, processes and technology across all our locations.

Key activities and initiatives that address this material aspect include:

- Rigorous screening processes and induction for all site visitors
- Stringent on-site security measures and precautions (e.g. no cameras or recording equipment)
- Training for employees in security controls and requirements

References

¹⁵ Public Health England, March 2011, www.gov.uk/government/publications/ionising-radiation-dose-comparisons/ionising-radiation-dose-comparisons

¹⁶ From 1980 to 1983, the Hexapartite Safeguards Project (HSP), involving Australia, Euratom, the IAEA, Japan, the USA and the "Troika" consisting of Germany, the Netherlands and the UK negotiated how best to carry out safeguards inspections in centrifuge enrichment plants.

¹⁷ The Additional Protocol is a legal document that supports States' IAEA safeguards agreements. It grants IAEA's complementary legal authority to verify States' safeguards obligation.

¹⁸ European Safeguards Research and Development Association

¹⁹ Institute of Nuclear Material Management

Focus areas

Focus area 2: Environmental impact

We are committed to minimising the environmental impact of our business, which is closely aligned to our long-term commitment to a low carbon energy future. We are constantly innovating in order to achieve greater efficiencies across all our business areas.

Energy savings and natural resources (monitor aspect) and Emissions (priority aspect)

Our Group-wide Energy Savings Group (ESG) drives accountability and action for energy efficiency and optimisation. During 2015 the ESG instigated and oversaw a range of initiatives to help improve our energy efficiency performance.

In Germany, we improved the efficiency of our TC21 centrifuges, which has reduced our energy consumption by 2,000,000 kWh per year, which equates to an annual reduction of 1,144 tonnes of CO₂e. Additionally, we carried out tests in Germany to investigate the viability of efficiency improvements in the TC12 centrifuges, which are in operation at all four of our enrichment facilities.

Working towards a low carbon future

Nuclear energy is inherently low emission, particularly in terms of CO₂ emissions. Indeed, studies show that **CO₂ emissions in the nuclear fuel cycle are between 0.5% and 4% of those from the equivalent coal-fired generating capacity**²⁰.

URENCO'S operational facility and strong presence in the USA enrichment market means we closely monitor the progress of the USA's Clean Power Plan, which requires domestic power plants to cut carbon emissions by 32% below 2005 levels by 2030²¹.

Similarly, we are encouraged by the European Commission's long-term target to reduce carbon emissions, as well as the creation of a new common nuclear energy framework. This framework will assist URENCO and our European industry partners in the safe and secure development of nuclear energy globally. Building further on Europe's nuclear energy expertise, we also welcome the creation of a formal European Strategy and Board to lead the promotion of nuclear energy. We believe the focus at a European level should be on maintaining the highest safety standards, and extending investment programmes for new, modern nuclear power generation. We see public debate and accurate and transparent communication across all areas of nuclear as an important part of developing understanding and

consensus around nuclear energy.

The UK government has shown strong support for nuclear new build, which will provide low carbon energy production for decades to come.

In terms of URENCO's own environmental priorities, these are agreed by the CEO and administered by each enrichment facility's compliance function. We monitor aspects, including emissions, water usage and waste, as part of our commitment to reduce our environmental impact. These material aspects in particular were requested by our key stakeholders and thus we will continue to report in this area. Additionally, we work closely with regulators in all markets to ensure we fully comply with all legal obligations. Full performance figures are included in the summary on [pages 59-62](#).

Sustainability KPIs for Energy savings and natural resources and CO₂e emissions:

- Specific* direct energy consumption:

Target Year/Year Improvement

Actual -2%



- Specific* indirect electricity consumption:

Target Year/Year Improvement

Actual +1%



- Specific* CO₂e emissions:

Target Year/Year Improvement

Actual +1%



* 'Specific' refers to a calculation which is normalised for year on year comparisons based on kgSW/a (production capacity).

The above KPIs are based on kgSW/a (production capacity) and therefore the performance results differ from Total Emissions as per the GRI definitions. For example 'specific' direct energy consumption does not include chemical emissions whereas the total direct energy emissions (see EN15) does include chemical emissions.

References

²⁰ IAEA, 1997, Greenhouse gases and the nuclear fuel cycle: What emissions?, <https://www.iaea.org/sites/default/files/publications/magazines/bulletin/bull39-2/39205693436.pdf>

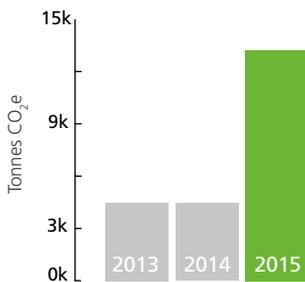
²¹ Environmental Protection Agency, Clean Power Plan, August 2015, <https://www.gpo.gov/fdsys/pkg/FR-2015-10-23/pdf/2015-22842.pdf>

Our indirect energy KPI increased in 2015 due to a production hall at our facility in the Netherlands being offline for a period of time. Whilst electricity was being consumed, production was put on hold which meant the energy per SW/a was greater than anticipated.

Our KPI for CO₂e emissions has increased due to chemical emissions being included in the overall figure.

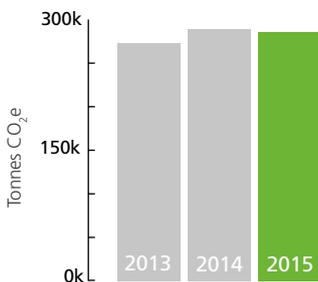
GRI: EN15/EN16- see [page 55](#).

Total Direct Energy Emissions (EN15)



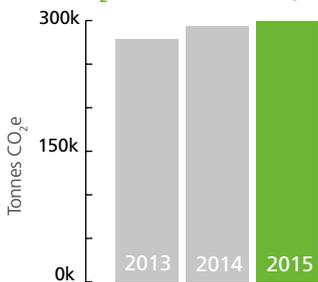
In 2015 we widened our reporting scope to include chemical emissions in our direct energy figure, which is the primary reason for the increase.

Total Indirect Energy Emissions (EN16)



GRI: EN3- See [page 57](#).

Total CO₂e Emissions (EN3)



CO₂ figures for 2013 and 2014 have been converted to CO₂e equivalent and been restated to achieve a more accurate comparison with the 2015 figure.

Examples of such initiatives which will have a positive impact on energy savings and address these material aspects are:

- Reducing the speed of our ventilation motor in Germany, saving 215,000 kWh a year
- Putting touchscreen panels on sleep mode in Germany, saving 19,000 kWh a year
- Gradual switchover to LED lighting across the Group. In the USA this has already led to savings of 1,300,000 kWh annually, and in Germany 250,000 kWh annually. Pilot schemes have been initiated in both the Netherlands and the UK. Ongoing validation in Germany of the voluntary Eco-Management and Audit Scheme (EMAS) to improve overall environmental performance at our German enrichment facility
- Footprint Travel Programme in the UK, encouraging employees to cycle, walk or take public transport to work – resulting in 150 less cars per day on site (a 20% reduction)

Emergency planning

We complete regular emergency exercises at all our enrichment facilities, working closely with the relevant regulatory bodies and emergency services. These exercises are carefully designed to help us improve our readiness to handle a wide variety of external and operational situations which, in the highly unlikely event that they occur, may pose risks to health, safety and the environment.

Environmental certification

All our enrichment facilities are certified to ISO 14001, and the TMF at our UK site will seek ISO 14001, once commissioned. Our facility in Germany is also EMAS validated.

Water

We regularly monitor water issues across all sites, and have a range of initiatives in place to minimise water usage and limit our waste water discharge. For example, in 2015 URENCO UK invested significantly in measures to reduce the heavy metal content in the water discharged from the UUK site into a nearby water source.

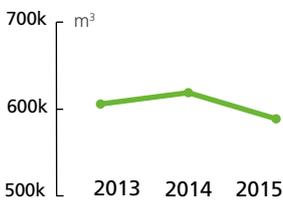
KPI:

- Specific water consumption:
Target Year/Year Improvement

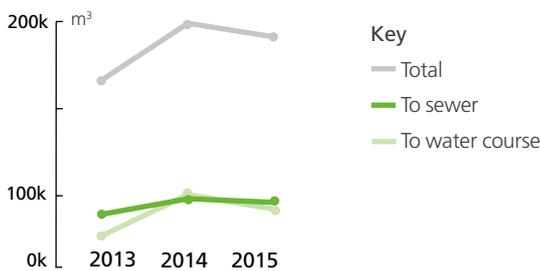
Actual -6% ✓

GRI: EN8/EN22- See [page 57](#).

Water Usage (EN8)



Water Discharge (EN22)



Examples of initiatives which address this material aspect:

- Coating of copper tubes in heat exchangers, to reduce the amount of metal residue in water before it is discharged from our UK enrichment facility
- New waste water cleaning system designed for URENCO Netherland's Recycling Centre, offering increased capacity and efficiency

Waste (priority aspect)

Waste has been deemed material to URENCO's business, however a clear distinction must be made between operational waste from construction etc. and low radioactive material for offsite disposal.

We play an important role in responsible uranium stewardship and we have several subsidiaries dedicated to overseeing our uranium stewardship initiatives.

Our strategic investment in, and ongoing construction of, the TMF in the UK is our major commitment in this area. Once complete, the TMF will enable URENCO to deconvert tails by-product and recycle circa 5,000 tonnes of hydrogen fluoride a year.

We also run a range of decontamination, storage and waste minimisation initiatives, while in the UK our subsidiary Capenhurst Nuclear Services (CNS) is responsible for the storage of certain uranic materials on behalf of the Nuclear Decommissioning Authority (NDA). To learn more about CNS's sustainability activities please read their dedicated sustainability report which will be published in May 2016.

In 2015, URENCO generated 577m³ of low radioactive material for offsite disposal. This volume predominantly consisted of process components and equipment which had been exposed to low level uranic contamination.

We also consider waste produced from the construction and regular maintenance of our sites to be a material issue for our business. Below are our specific KPIs to help benchmark our performance year on year.

KPIs

- Hazardous waste:
Target: Year/Year improvement

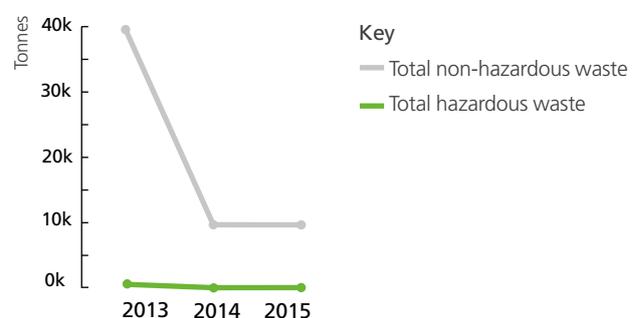
Actual +23% ✗

- Non-hazardous waste:
Target: Year/Year improvement

Actual 0% ✓

GRI: EN23- see [page 56](#).

Waste (EN23)



There has been an increase in hazardous waste in 2015 due to the TMF project transitioning to internal works, which has increased the amount of aerosols, paints and oils which are considered hazardous.

- Recycled material:
Target: Year/Year improvement

Actual -25% ✗

URENCO's KPI definition for recycled waste includes composted, recycled and reused waste. There has been a decrease in 2015 due to some reused waste being reclassified as recovered, whereby the waste was re-utilised to serve a different purpose at our TMF. However, if we take account of the recovered waste in the overall figure we have increased recycling by 5%. For the data tables please see [page 60](#).

Key activities which address this material aspect:

- Decontamination of the final batch of centrifuges from the former enrichment plant SP3 in the Netherlands



“Our TMF reflects our commitment to responsible uranium stewardship”



Case study: Stable Isotopes

Through the work of Stable Isotopes, one of URENCO's business units based in the Netherlands, we contribute to health and wellbeing on a broader scale.

Stable Isotopes harnesses our centrifuge technology and enrichment processes for use in industry, research, medicine and science.

In 2015, Stable Isotopes made significant progress in its 'Molybdenum project' - an R&D initiative which aims to develop a production route for enriched Molybdenum, the pre-cursor for radio isotopes used for medical diagnostics. By enriching molybdenum, or Mo100, the Stable Isotopes team intends to support several worldwide initiatives to ensure future supply of Technetium-99m, or Tc99m, which is the most important radio isotope for diagnostic treatments. With the progress made in the research phase of the project in 2015, Stable Isotopes can now start the next phase of its project in 2016.



Discover
interactive content



"Our centrifuge technology is also used to produce a variety of products for medical, industry and research applications"



Focus areas

Focus area 3: Supplier of choice

We pride ourselves on the strength of our customer relationships. These relationships, which we view as key strategic partnerships, are underpinned by quality, flexibility and reliability.

We are committed to being a supplier of choice for our customers and supply chain partners. This means that excellent customer service goes to the heart of our company ethos. Customers come to us for a number of reasons, but principal among these is our ability to meet their delivery requirements, our diversity of supply and flexible service offering.

During 2015 we maintained our 100% record for customer deliveries, meeting all orders on time. We continued to build on the high satisfaction levels achieved in our 2014 Global Customer Survey, by issuing a new corporate brochure, both in English and Japanese, which responded directly to the needs of our customers. We also enhanced contact between our customers and members of our Commercial team to increase visibility and further strengthen the team approach to our customer service. Additionally, we resolved complex transport issues relating to our main transatlantic carrier, activating contingency plans which ensured no single delivery was disrupted or delayed during the year.

Customer engagement and satisfaction

Responding to customers' needs is critical for the long-term success of our business. To ensure we are meeting their expectations, we work closely with our customers and regularly ask for their feedback on our service and performance. Every three years, we conduct an independent customer survey to gain a credible picture of how well we are meeting customers' requirements. Our last Global Customer Survey, carried out in 2014 and which we reported on in our Annual Report 2014, showed high satisfaction levels for our enrichment services (81%) and customer relationships (76%).

KPI:

- Customer satisfaction:
 - Target: 0 customer complaints
 - Actual: 0 customer complaints 

The above KPI refers to customer complaints leading to a rejection or dispute of an invoice.

Responding to market challenges and changing customer requirements

In today's challenging enrichment market, our speed of response and flexibility are vital components of our service offer. With the build-up of worldwide inventories and current oversupply of enriched uranium impacting pricing and demand, it is critical that we continue to provide the best possible customer service and support. Our priority during this period is to work closely with our customers and deepen our long-term relationships with them. To this end, in 2015 we developed a web-based SWU Calculator to give our customers a convenient, quick and easy-to-use product.

In the USA, meanwhile, we continued our Phase III capacity expansion project, achieving a smooth transition from construction to operation on schedule. Capacity at UUSA has now reached 4.6 million SWU and we have the regulatory approval to expand our USA capacity in the future, when there is a requirement from our customers.

Economic performance (priority aspect)

Economic stability and commercial success are vital to the longevity of our business, and are therefore material aspects under GRI definitions. Each year, the Group's financial goals are set out in the company's annual business planning process, and our financial strategy is presented to all employees at a Roadshow led by our CEO and CFO. Our Board carries ultimate responsibility for the economic performance of the company.

We have a strong order book which extends beyond 2025 with an approximate value of €17 billion (2014: €16 billion), however, it is clear that the market is changing rapidly. In markets where grid connections are not as sophisticated, nuclear could be deployed on a small or micro scale. Our priority during this period is to work closely with our customers, build further on our long-term relationships and respond flexibly to their requirements. We are also looking to expand into new markets and develop new customer relationships. URENCO has a long-term view of its business and strives to ensure that it has the skills and capabilities to ensure exceptional customer service for many years to come.

We have a positive indirect economic impact on the communities in which we operate through our employment of local people at each of our enrichment sites. In this way, we support local economies through both employment and local services, while also providing practical and financial support through an extensive sponsorship and donations programme.

Our full financial results for 2015 can be found in our Annual Report 2015, see pages 34-127.

GRI: EC 1- see [page 54](#).

Key activities and initiatives that address this material aspect:

- Strong financial and commercial performance in 2015
- Increased revenue and EBITDA compared to 2014

Transport (priority aspect)

Safe, responsible and reliable transport is critical. The responsibility for the transportation of uranic materials lies with URENCO's Commercial department and supply chain partners.

Due to the nature of our industry, there are strict rules and regulations relating to the transportation of these materials, and we adhere to IAEA guidelines and all other national and international regulations. In the UK, for example, our transporters' security plans for the transportation of uranic material are approved by the Office for Nuclear Regulation (ONR), and across the Group we adhere to strict regulatory requirements in all logistical procedures.

Our 100% customer delivery record depends upon our ability to deliver products to customers from our four enrichment facilities. We are rigorous in our efforts to ensure total transport reliability. In Europe, we use intermodal transportation, utilising road, sea and rail, while in the USA we use road only.

Our main route to the USA has always relied heavily on one transatlantic carrier. In 2015 this carrier ceased the transport of enriched material for commercial reasons. Due to URENCO's robust contingency plans, deliveries to our customers continued as planned.

As part of our commitment to reduce the environmental impact of our operations, we are constantly looking to optimise our transport arrangements and deliveries. We collate data relating to URENCO's transport-related emissions for customer deliveries.

KPI:

- Customer deliveries:
Target: 100% delivery
Actual: 100% delivery



In 2015, we emitted **3,682 tonnes** of CO₂e from the transportation of our uranic material.

GRI: EN30- see [page 56](#).

Key activities and initiatives that address this material aspect:

- Resolved complex transatlantic transport issues
- Planning deliveries well in advance to maximise efficiency
- 100% customer delivery on time and in full
- Combined pick-ups and deliveries in Europe to limit the number of empty vehicles on roads

Innovation, technology and R&D (monitor aspect)

Our focus on innovation, technology and R&D enables us to respond flexibly to changes in the market while continuing to meet customer demand.

Our management team continually monitors and assesses market developments and consults closely with stakeholders to ensure we align our R&D programmes to both present needs and future opportunities. For example, through the work of Stable Isotopes, one of our business units based in the Netherlands, we are using our centrifuge technology to create products for medicine, industry and research (see [page 30](#)).

To ensure our customers receive a reliable supply of fuel, now and in the future, we are taking into account the development of new reactor designs, which may require us to optimise the enriched uranium from our centrifuges.

Additionally, as we consider the potential shift towards smaller modular reactors, we are also working with partners to develop U-Battery – a micro nuclear reactor which will be able to produce local power and heat for a range of energy needs. Offering an attractive, affordable alternative to large-scale nuclear reactors, U-Battery will help address a number of challenges relating to the development of a low carbon economy. These include providing back-up support for large-scale nuclear; deployment in remote locations; energy for industrial sites; solutions to water scarcity through desalination; and the generation of hydrogen for hydrogen-powered vehicles.

Key activities and initiatives that address this material aspect:

- Using centrifuge technology to create products for use in medicine, industry and research
- Development of U-Battery technology with key industry partners
- Construction of the URENCO Technology Center at our USA facility to further optimise our plants' performance. Due to be completed and operational in 2016

Opportunities in new markets (monitor aspect)

We continually monitor evolving opportunities in new markets. By focusing on technological and geographical areas of future growth potential, we are working to ensure the long-term success and sustainability of URENCO.

Our management approach to this monitor aspect includes focusing on traditional nuclear as the thrust of our business, while ensuring we have the flexibility, skills, knowledge and funds to support the next generation of smaller-scale nuclear reactors.

Geographically, we are exploring opportunities in the Middle East and Asia – both emerging nuclear markets with strong potential for growth. The United Arab Emirates (UAE), for example, is progressing with its new build programme and has four new reactors due for completion by 2020²². Other countries in the region have also announced plans to develop nuclear energy.

Similarly, we are monitoring developments in South Africa and South America. These are two potential growth markets, each with plans for new reactors and capacity expansion in the coming decades (see page 21 of URENCO's Annual Report 2015).

Key activities and initiatives that address this material aspect:

- In 2015, the Commercial team represented URENCO at conferences and events detailing the plans for new nuclear reactors in Central and Eastern Europe, Africa, the Middle East, the Americas and Asia
- Continued promotion of U-Battery and support of SMR technology to a number of developing nations with high energy demands

References

²² World Nuclear Association, <http://www.world-nuclear.org/info/Country-Profiles/Countries-T-Z/United-Arab-Emirates/> [accessed February 2016]





SAFE WORKING LOAD 16,500 KGS

"In 2015 we again met 100% of our customer delivery requirements"

Focus areas

Focus area 4: Employer of choice

URENCO employs and develops talented people who can help to deliver long-term business success and exceptional levels of customer service. We are proud to have an immensely capable and engaged workforce, and to be a company that offers an inspiring and fulfilling working environment for all our employees.

Motivating and challenging our employees, managing their performance effectively and fairly and acknowledging their achievements, is all part of our effort to be recognised as an employer of choice.

Employee engagement (priority aspect)

Having an engaged and committed workforce is a key factor of sustained success and enables us to attract and retain the best candidates in the nuclear industry.

Our management teams closely monitor employee wellbeing and satisfaction, both through day-to-day interactions and communications, and through a Group-wide employee survey which we carry out every two years. The results from these surveys are shared among employees, with each enrichment facility taking responsibility for implementing actions required to address any issues raised during the survey process.

In March 2015, we conducted a Group-wide Employee Survey. The survey received a record response rate of 95.6%, and reconfirmed the sustained level of commitment and engagement of our workforce. Survey highlights include (scored out of 10):

- Commitment and Engagement: both remained high at 7.6 and 7.3 respectively (benchmark²³ 6.9 and 6.7)
- Level of pride in the organisation improved from 7.9 in 2013 to 8.1. Similarly how well employees fit in improved from 7.6 in 2013 to 7.7. Both were well above the industry benchmarks of 6.9 and 7.2
- Satisfaction remained above the industry benchmark (7.2) at 7.8

During the year, these strong internal results were also reflected in external commendation from the industry. URENCO Deutschland has been certified in the excellent employer category within the TÜV Rheinland Standard. URENCO Nederland was awarded Best Employer in the Energy, Water and Telecom sector category and placed second in the overall Best Employer category for an equivalent national award.

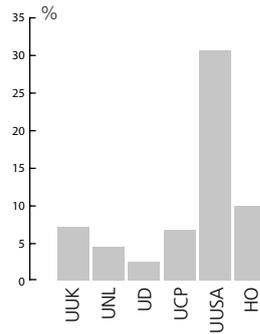
KPI:

- Employee turnover
Target: >2%, <10%
Actual: 5%

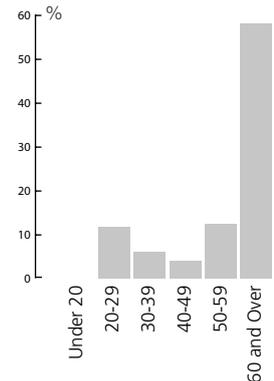


Each year, we closely monitor employee turnover to ensure we have an up-to-date picture of employee satisfaction and attrition rates.

Employee turnover by location 2015 (LA1)



Employee turnover by age 2015 (LA1)



For comparative years see [page 61](#).

Key activities and initiatives that address this material aspect include:

- Group-wide employee survey carried out every two years
- Actions implemented to address issues raised in the survey
- Ongoing efforts to maintain an engaged and committed workforce

Development

During 2015 we continued to invest in employee development. Looking to ensure we have the expertise to sustain our business over the long term, 181 people across the Group undertook Leadership Training. 30 members of staff took part in the USA, 44 in the Netherlands, 33 in Germany and 74 in the UK.

In the USA, URENCO University continued to offer employees additional insight into the technical aspects of the enrichment process. In spring 2015, 56 USA employees graduated from the scheme.

URENCO USA also runs an intern programme at our enrichment facility for college students. This supports both their educational and career development and many have subsequently joined the company.

Diversity (monitor aspect)

URENCO's objective is to build a diverse workforce, allowing us to attract and recruit a broader range of talent into the business and strengthen our reputation for progressive and inclusive employment practices.

Our HR management teams closely monitor the composition of our workforce and oversee specific inclusion programmes, looking to bring new talent into the business in a number of ways. In the UK, we have collaborated with regional companies and network operators to create the Cheshire Energy Hub.

References

²³ The external benchmark is a comparison with Effectory International's Global Employee Engagement Index for the regions where URENCO is active (US and Europe). Effectory is an independent consultancy focusing on employee engagement.

We also encourage gender diversity. In 2015 we were pleased to appoint our first female member of the URENCO Board.

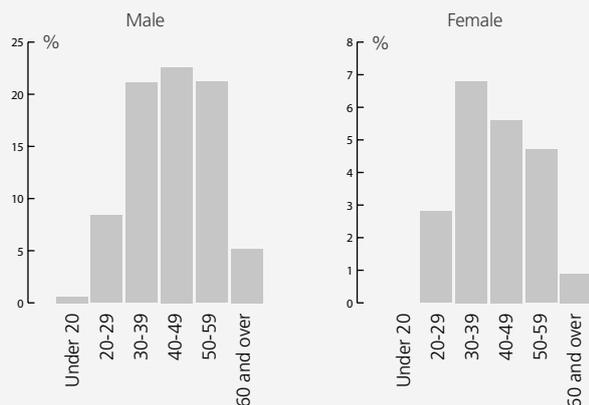
In addition, 2015 saw the launch of Women’s Network at URENCO UK. Offering on-site support and a buddy system to other female employees and new recruits, the Network is designed to help attract and retain more women within the company. Through the Network, women employees are also encouraged to become STEM ambassadors and to promote these disciplines in schools, thereby providing positive examples and inspiration to the young female scientists of the future.

In the Netherlands we continued to participate in Girls’ Day, a national event focused on future opportunities for young women. Each year, we welcome groups of 13-15 year old girls at our Dutch facility and tell them all about future career possibilities in science and engineering.

Internally, we support inter-site secondments, which encourage cultural diversity by enabling employees to experience new operational environments and new ways of working, and engage in knowledge sharing and dialogue.

GRI: LA12- see [page 62](#).

Employees by age and gender 2015 (LA12)



For comparative years see [page 62](#).

Key activities and initiatives that address this material aspect include:

- Creation of Cheshire Energy Hub with regional companies and operators for graduate recruitment
- Appointment of first female member of the URENCO Board
- URENCO USA's third Annual Women’s Symposium held in Hobbs, New Mexico
- Launch of Women’s Network at URENCO UK

Performance management

Through our Performance Management System, we manage performance rigorously across the Group. Within this system, we set annual expectations for each employee, identify areas for improvement, and outline plans for future roles, relevant training and development activities. This provides a strong framework both for developing our employees’ skills, experience and careers and for enhancing performance across the business.

In 2015, all of our employees participated in an annual appraisal, during which their performance was reviewed.

Workforce skills gap (monitor aspect)

It is critical to the future of our business that we have the necessary skills to sustain our operations over the long-term. Skills gaps within the workforce can compromise our ability to ensure continued improvement in business performance and customer excellence. For this reason, our HR management teams carefully monitor our workforce capabilities against our operational requirements, and work to develop our talent pipeline through apprenticeship schemes, graduate programmes, performance management and training.

Succession planning

Succession planning is critical to the long-term success of our business. In 2015 we took a more holistic Group-wide approach for senior management to have greater visibility of key positions and the recruitment of potential talent.

Key activities and initiatives that address this material aspect:

- Rigorous performance monitoring and management
- Annual appraisal and performance reviews
- Group-wide succession planning approach

Employee relations

Across the URENCO Group, we respect and promote our employees’ rights to freedom of association and collective bargaining. We have active works councils in place in Germany and the Netherlands, while in the UK our employees are represented by trade unions. Additionally, every year members of trade unions, works councils and other employee representatives from each site attend a European Forum. During these events, they are able to meet our CEO and discuss our business plan and other Group-wide matters.

Upholding human rights

Throughout the workplace, we are committed to non-discrimination and we treat any discrimination incident seriously. Comprehensive complaints and grievance procedures are also in place for all employees.

Anti-bribery and corruption

We conduct regular communications and awareness campaigns on our anti-bribery and corruption policy. In the past, we have delivered roadshows to all sites to engage employees on this and related issues. All new employees are made aware of our policies and procedures in this area. We are committed to detecting and avoiding corruption at all levels and adopt a zero-tolerance approach to bribery and corruption.

Focus areas

Focus area 5: Community engagement

Supporting local people and building strong community links is a vital component of our overall sustainability programme. Our aim is to have a lasting positive impact and influence in the areas where we operate.

Across the URENCO Group, we support local communities through both practical and financial investments focused on education, environment, healthy living and culture. We also run a Richie education programme designed to inspire school children and students and raise awareness of science, technology and engineering and maths (STEM) as viable career options.

Investment in local areas (monitor aspect)

Our objective is to be considered a good corporate citizen and in this respect we build long-term relationships with our local communities; providing practical and financial support for key sustainable initiatives in the areas in which we operate.

We support our local stakeholders, who are identified by a vigorous stakeholder mapping exercise, through employee volunteering and engagement with local residents' groups, schools and charities, and by raising money through fundraising initiatives such as sponsored sporting events and community projects. We also make corporate donations and investments in the areas where we have the biggest impact, to help advance education, health and the environment. The Group Director of Corporate Communications oversees this area, while the Communications team at each facility ensures that the donations we make are aligned to our core company values.

KPI:

- Financial sponsorship of education, healthy living, culture and environment:
Target: 0.1% EBITDA
Actual: 12% above target ✓

GRI: EC7- see [page 57](#).

Key activities and initiatives that address this material aspect:

- Money raised in the USA through annual Toy and Coat Drive; a scheme which raises money for local charities and NGOs while also providing toys and clothing to local children in need
- Support in the UK for Bridge Community Farms CIC, a project which helps local people with mental health problems to find employment
- Stable Isotopes' participation in European project, Trace 'n Treat, which enables students to carry out research into medical radioisotopes
- 9/11 Day of Service house restoration scheme for local elderly citizens in Eunice, New Mexico
- Ongoing sponsorship of the Cheshire Energy Hub in the UK, helping to develop the careers of the very best engineers and scientists who are conducting research into STEM activities

Volunteering

In 2015, we formally launched an employee volunteering policy which enables all employees to dedicate one day a year to a community initiative.

By introducing a volunteering policy our aim was to:

- Strengthen relationships with local communities
- Offer opportunities to our employees to develop skills in areas such as teamwork and leadership

This was our first year of the policy and uptake was very positive. We launched a number of initiatives across the Group, from practical support in retirement and disability homes, to facilitating children's learning in Richie science workshops.

Looking ahead, we will continue to build on this success throughout 2016 and encourage more employees to utilise their volunteering hours, thereby further benefiting our local communities.

KPI:

- Volunteering:
Target: monitor uptake
Actual: 20% of employees ✓

Public education (monitor aspect)

We believe we have a responsibility to increase public understanding of the nuclear industry, and to communicate the important role it plays in supplying the world with reliable, low carbon energy. We hope to maintain and enhance a positive shift in public opinion about nuclear energy and build long-term support for our company, our mission and our industry.

We support our industry peers in the provision of education and information for a wide variety of stakeholder audiences. Responsibility for this area of our work lies with the Director of Corporate Communications.

To help increase understanding of our business and industry, in 2015 we hosted more than 2,400 visitors at our enrichment facilities, including local interest and community groups, as well as government representatives, industry peers and customers. We also continued to provide insight into our enrichment facilities for those who cannot visit in person, via our virtual site tour:

www.urengo.com/about-us/virtual-tour

Additionally, in 2015 we further enhanced understanding of our work through the provision of virtual reality headsets, which give insight into the inner workings of a centrifuge. Using 360°, state-of-the-art technology, the headsets transport the user into a virtual environment where they can experience the separation of isotopes at incredibly high speeds. The headsets will be utilised throughout 2016 at various events, and will be available in each enrichment facilities' visitors centre.

GRI: SO1- see [page 58](#).

Key activities and initiatives that address this material aspect:

- Provision of education and information for a wide variety of stakeholder audiences
- Regular hosting of site visits and tours for local interest and community groups



“Employee volunteering is actively encouraged across all our facilities”

Science education (priority aspect)

URENCO is committed to nurturing the next generation of scientists and engineers to ensure we have a pipeline of capabilities and skills to sustain our business and industry long into the future. We encourage young people to enter the nuclear industry, supporting science initiatives in local schools and partnering with universities and education institutions. The responsibility of increasing public engagement with science education lies with the Director of Corporate Communications, which is cascaded down to Communications Managers at each of our facilities.

The Richie Programme

URENCO's Richie Programme aims to inspire our future scientists by running activities for schoolchildren up to the age of 16.

Through our Richie science workshops in the Netherlands, the UK, the USA and Germany, primary school children experience and learn about science in a fun and interactive way. The workshops, which are attended by URENCO employee volunteers, bring the science that supports our operations alive through a series of practical experiments. Our aim is to use Richie to nurture the young engineers and scientists of the future. Since 2007 more than 87,000 school children have participated in our science education outreach programmes.

In 2015, a highlight for our Richie programme was the Richie Lecture, held in December at the Science Museum in London. Titled The Energy Leaders of the Future, it aimed to inspire secondary school students to study science and engineering subjects at GCSE²⁴, and in turn to develop a new generation of science leaders.

Dr Gabrielle Walker, the TV presenter and leading voice on energy matters, gave a keynote address to 300 students on the importance of energy to our daily lives and explained how studying STEM subjects opens doors when starting a career. The event included a private viewing of the Science Museum's Engineer Your Future exhibit and gave students the opportunity to speak directly to young people who are studying STEM subjects at an advanced level.

The lecture was held in partnership with the British Science Association, one of the UK's leading science organisations.

A video of the Richie Lecture is available to watch at: www.learnwithrichie.com/teachers/richie-lecture, and the Richie Lecture 2016 will take place again later this year.

In 2015, we also continued our work with the British Science Association (BSA) to extend our Richie rollout as part of the CREST Star Framework – a UK-wide award scheme which enables children to solve STEM problems through practical investigation.

2015 marked the end of the first full academic year since the materials were introduced and feedback has been excellent, with an overall reach of more than 15,000 schoolchildren. Given this success, URENCO will be working with the BSA in 2016 to develop a Discovery Award²⁵ which is targeted at Key Stage 3²⁶ (KS3) students. In this way, students who participate in URENCO's Key Stage 2²⁷ (KS2) activities at primary school will be able to continue with URENCO-inspired classroom materials and activities into secondary school.

Science Museum partnership

2015 was a special year for STEM education at the company, as URENCO announced it would be the first sponsor of a major new interactive gallery at the Science Museum in the UK. The gallery will feature more than 50 state-of-the-art exhibits that explore the wonders of maths and science, inspiring the hundreds of thousands of young people who visit the Museum each year, as well as older visitors.



Due to open in autumn 2016, the interactive gallery will be divided into seven zones, exploring light, sound, forces, matter, electricity and magnetism, space and mathematics. We will be focusing our support on the Forces zone, which explores the physics of forces and motion through ten interactive exhibits. Our efforts will support the Museum's goal of doubling the number of students visiting the gallery on school trips, compared to previous events.

In 2015, our partnership with the Science Museum was utilised to great effect as we hosted our Annual Richie Lecture in the Science Museum's IMAX theatre. We were also able to reach a new and wider audience through our participation at the Museum's 'Lates' events, for adults only. This forum enabled us to increase understanding of what we do as well, and of the nuclear industry as a whole, to an engaged and receptive audience of science enthusiasts. It was also a great opportunity to talk to teachers about our Richie education programme, and promote our CREST Star downloadable classroom material.

To keep informed of our Richie activities sign up to the newsletter here: <http://www.learnwithrichie.com/teachers>



Discover
interactive content

References

²⁴ GCSE (General Certificate of Secondary Education) is a qualification in a specific subject typically taken by school students in the UK aged 14-16.

²⁵ For more information on CREST Discovery, aimed at 11-14 year olds, please visit: <http://www.britishsienceassociation.org/crest-discovery>

²⁶ Key Stage 3 is the term for the period of schooling in schools in England and Wales when pupils are typically aged between 11 and 14.

²⁷ Key Stage 2 is the term for the period of schooling in schools in England and Wales when pupils are typically aged between 7 and 11.



The Richie Programme

Inspiring the next generation of nuclear scientists and engineers

The Richie Lecture 2015
'Energy Leaders of the Future'



"Our Richie education programme nurtures the next generation of scientists and engineers"

Collaboration with universities

Through collaborative relationships with universities, we play a key role in helping to advance research and development in nuclear science, technology and engineering. Our extensive connections with universities across the Group include:

- Research support for the University of Twente and Delft University of Technology in the Netherlands
- Scholarships at New Mexico Junior College, USA, for students pursuing an Associate of Applied Science in Energy Technology

KPI:

- Science education:
Target: 15,000 students reached
Actual: > 27,000



Key activities and initiatives that address this material aspect:

- Annual Richie Lecture 2015
- New and improved Richie website incorporating dedicated sections for KS2/KS3 students and teachers www.learnwithrichie.com
- New partnership with Science Museum, London

Political landscape (monitor aspect)

Our industry is greatly influenced by the political landscape in the countries in which we operate. We regularly review possible changes in policy and engage on a national level to educate stakeholders on our business so that policy decisions can be made on an informed basis. This can present challenges, particularly in Europe, where there are polarised opinions on nuclear with some countries, such as Germany, deciding to phase-out nuclear power. This has created difficult conditions for URENCO and its customers, however we continue to engage with political figures to educate them on the benefits of nuclear energy in building a low carbon economy.

The Director of Corporate Communications has responsibility for this area.

Key activities and initiatives that address this material aspect:

- Support for the creation of a new common nuclear energy framework
- Support for the creation of a formal European Strategy and Board by the European Commission (EC) to lead the promotion of nuclear energy

Dealing with noise (monitor aspect)

We want to preserve our reputation as a good corporate citizen and operate our facilities with minimum operational impact to our local communities. In the event of an issue or concern being made by a local resident about our site operations, a shift manager will attempt to resolve the issue swiftly and effectively. They will also report the incident to senior management to ensure appropriate action is taken. All events are recorded in a stakeholder log and managed by the Director of Corporate Communications, who has overall responsibility in this area.

In 2015, we continued to work with the local UK community near our Capenhurst facility to address the issue of noise arising from night-time construction work. Following complaints in 2014, we put procedures in place to change working patterns and limit noise emissions through physical modifications. This is something we take very seriously indeed, and we are committed to achieving further noise reductions in 2016.

Key activities and initiatives that address this material aspect:

- Complaints from local residents logged and reported to senior management
- Community liaison to keep local residents informed of upcoming works
- Attempts to modify working patterns and equipment use to limit noise emissions



Focus areas

Focus area 6: Asset integrity

We continuously monitor our plant components, systems and infrastructure so they continue to function efficiently.

Group-wide cohesion

The sustainability agenda at URENCO has enhanced visibility and collaboration in asset management and improvement. With our four enrichment facilities working more closely together and sharing information we are now seeing greater Group-wide cohesion and progress in asset integrity. We conduct audits in a highly structured and formal way and compare assets across the Group, while peer reviewing our sites to achieve an industry-wide perspective.

Asset integrity (priority aspect)

Responsibility for asset integrity at URENCO lies with the Executive Director, Technology and Operations.

With our capacity expansion project in the USA largely complete, in 2015 we increased focus in specific areas at our European facilities, such as upgrades to plant equipment in the UK. In the Netherlands, we began work on a new waste water treatment facility.

URENCO's aim is to become compliant with the ISO 55000 standard, which specifies the requirements of an asset management system. Continued auditing will be required to ensure compliance with this standard.

Incident at URENCO Nederland

In 2015, an incident took place in a production hall of our uranium enrichment plant at URENCO Nederland, caused by a support system filter with trapping material. This led to a limited increase in the measurement of low level radioactive material in the ventilation system and on the roof of the facility, however this did not cause any injuries or have a detrimental impact on the environment.

Following the event, we conducted a full audit and as a preventative measure replaced all trapping material across the Group to ensure there are no repeat incidents.



Assessment

Managing sustainability

We take a rigorous approach to managing sustainability at URENCO, ensuring robust governance in order to meet our legal obligations and fulfil the high levels of social and environmental performance we expect of ourselves.

Accountability and rigour

We have made significant progress in recent years in the way we manage sustainability at URENCO. Each quarter, sustainability data is collected and interrogated and shared with our executive Management Team. The Managing Directors of each enrichment facility are accountable for the sustainability performance of their sites, with additional accountability assigned to a focus area Sponsor. Each Sponsor is responsible for defining the policy which guides our business activities within their specific sustainability focus area, as part of our wider sustainability strategy.

The Sustainability Committee

To augment and support our management of sustainability, in 2013 we established a Sustainability Committee. The Committee's meetings, which take place three times a year at different URENCO sites, are attended by senior management from across the Group. This approach ensures that sustainability is incorporated into all operational and strategic decision making and embedded across the organisation, with Board-level involvement demonstrating the depth of our commitment.

Supporting our sustainability endeavours

In support of the Sustainability Committee's activities and ambitions, in 2015 we established a Sustainability Programme Team which now oversees the delivery of all sustainability initiatives at URENCO. The Sustainability Programme Team meets regularly to ensure sustainability is being well managed across the Group.

In 2015, we also developed our Sustainability Champions who, under the guidance of the Sustainability Sponsors of each focus area, helped us set sustainability key performance indicators (KPIs) for the first time. These KPIs will improve the collection, interrogation and sharing of sustainability data, enabling us to deliver improvements each year and set additional targets for the future.

Working with our regulators

In each of the countries where we operate, we work closely with our regulators and report to them on an ongoing basis. In each jurisdiction, government authorities regulate and approve the design and operating principles of our facilities to ensure safety and security. They also monitor and inspect them to check compliance with all relevant legislation.

Informing and involving employees

In order to provide regular updates on developments within the Group, each year URENCO's Chief Executive Officer (CEO), Chief Financial Officer (CFO) and the Managing Directors of all enrichment facilities communicated regularly with our employees. In addition, the CEO is invited to an annual forum of employee-nominated representatives from across the Group who are brought together to discuss business matters. Any issues raised are accounted for in our stakeholder dialogue, a summary of which is shown on [pages 16-17](#).

Reporting on our financial performance

Our 2015 Annual Report and Accounts provides an overview of URENCO's business, economic and operational performance and market presence. You can find more details in URENCO's 2015 Annual Report and Accounts. We set out the Group's financial goals in our annual strategic Business Plan. This strategy is presented to all employees through a roadshow led by the CEO and CFO.



Assessment

About this report

In this report, we have followed best practice in sustainability disclosure to give our stakeholders a detailed and transparent view of our sustainability performance. We have also followed a set of strict reporting parameters and guidelines.

Reporting period and cycle

This report covers URENCO Group's corporate sustainability activities during 2015. All data covers the calendar year 2015, unless stated otherwise. Where we have used data outside 2015, it is to provide broader context for the activities or achievements being described.

Our most recent Sustainability Report was published in March 2015, relating to the 2014 calendar year.

Defining report content

In line with GRI G4 guidelines, in 2015 we undertook a materiality assessment of key issues that are important to our stakeholders and may impact business performance. This includes an assessment of the focus areas' boundaries in terms of whether they affect URENCO itself (internal) or organisations/stakeholders separate from our company such as local communities or third parties (external).

Our materiality analysis also involved establishing thresholds to help us ascertain which material issues are a priority (priority aspects), and which need to be monitored (monitor aspects).

This report provides an overview of our six core sustainability focus areas: health and safety, safeguards and security; environmental impact; supplier of choice; employer of choice; community engagement and asset integrity.

Data is provided by URENCO's facilities, compiled by Group Compliance and externally assured. A sustainability working group, consisting of a cross-section of managers from key functions, is involved in the writing of the report. The report content has Board-level approval by members of the Sustainability Committee.

Reporting scope

The data and information contained in this report relate to URENCO Ltd and its wholly owned subsidiaries. Data and information relating to Enrichment Technology Company (ETC), our joint-venture with Areva, and Capenhurst Nuclear Services (CNS) is not included in this report unless specifically referenced. CNS will be publishing its own Sustainability Report in 2016.

As there is no sector disclosure for Nuclear currently within the GRI G4 guidelines, we have explained our Management Approach for each material issue, as well as any KPIs we have in this area. The GRI G4 indicators for our material issues are published if relevant to our business, or if we currently collate the appropriate data.

With regard to our supply chain, we understand that we are part of the wider nuclear industry, but for where we are currently on our sustainability journey we will only include GRI data in our report that is internally relevant to our organisation.

GRI reporting guidelines and principles

This report has been prepared according to GRI sustainability reporting guidelines and our GRI checklist is printed at the end of this report.

Each year since 2007, we have published a sustainability report in accordance with GRI guidelines. The 2015 Group Sustainability Report has been prepared in accordance with the GRI G4 Core requirements. This reflects our engagement with clear and accountable reporting practices.

Measuring data, setting KPIs and carrying out internal audits

This report includes technical data which we have collated across the URENCO Group using relevant regulatory guidelines.

In our operations we adhere to industry regulatory requirements in each country and uphold strict international safeguards, security and non-proliferation agreements. The URENCO operating environment is audited, ensuring a high degree of data accuracy. We also carry out internal audits on technical data and adhere to GRI principles within this report.

Data for sustainability KPIs is gathered throughout the year and submitted quarterly to Group Compliance. The Group Compliance function is responsible for all data gathering and reports progress against targets internally to the Joint Board and Sustainability Committee.



Assessment

Assurance statement

Independent assurance statement

Scope and approach

URENCO Limited (URENCO) commissioned DNV GL Business Assurance Services UK Limited (“DNV GL”) to undertake independent assurance of the Sustainability Report 2015 (the “Report”) for the year ended 31 December 2015.

We performed our work using DNV GL’s assurance methodology VeriSustain™, which is based on our professional experience, international assurance best practice including the International Standard on Assurance Engagements 3000 (ISAE 3000), and the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. We evaluated the report for adherence to the VeriSustain™ Principles (the “Principles”) of stakeholder inclusiveness, materiality, responsiveness, completeness, neutrality and reliability.

We evaluated the performance data using the reliability principle together with URENCO’s data protocols for how the data are measured, recorded and reported. The performance data in scope was:

- LA6 - Injuries
- EN23 - Waste (hazardous and non-hazardous)
- EN8 and EN22 - Water (withdrawn and discharged)
- EN3 - Direct and indirect energy usage
- EN 15 EN 16 - CO₂ emissions from direct and indirect energy consumption

The basis for agreeing the performance data in scope was to cover the most material indicators in the performance summary table.

We understand that the reported financial data and information are based on data from URENCO’s Annual Report and Accounts 2015, which are subject to a separate independent audit process. The review of financial data taken from the Annual Report and Accounts is not within the scope of our work.

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance opinion. We are providing a ‘moderate level’ of assurance. A ‘high level’ of assurance would have required additional work at Group and site level to gain further evidence to support the basis of our assurance opinion.

Information on ‘Responsibilities of the Directors of URENCO and of the assurance providers’ and ‘Basis of our opinion’, together with our ‘Observations’ in relation to the VeriSustain™ principles can be found in the full length version of the Statement published on the URENCO website. This includes our view that we believe the report is in line with the Core elements of the GRI G4 Guidelines.

For and on behalf of DNV GL Business Assurance Services UK Limited London, UK

18th March 2015

Anne Euler

Principal Consultant and Lead Assuror
UK Sustainability, DNV GL - Business Assurance

Jon Woodhead

Regional Assessment Services Manager and Reviewer
UK Sustainability, DNV GL - Business Assurance

DNV GL Business Assurance Services UK Limited is part of DNV GL – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance.

www.dnvgl.com



“Each year URENCO successfully and reliably processes thousands of tonnes of uranium to serve our global customers”

Performance

Our GRI performance

General Standard Disclosures

	Description	Page	Comments
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organisation	Sustainability Report 2015, Chief Executive's Review, p.6-9	
G4-2	Description of key impacts, risks and opportunities.	Sustainability Report 2015, p.19	
ORGANISATIONAL PROFILE			
G4-3	Name of the organisation.	Annual Report & Sustainability Report 2015, front cover	
G4-4	Primary brands, products and/or services.	Sustainability Report 2015, The nuclear fuel supply chain, p.12	
G4-5	The location of the organisation's headquarters	Sustainability Report 2015, Our global role, p.10-11 Annual Report 2015, Shareholding Structure p.43	
G4-6	Number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Sustainability Report 2015, Our global role, p.10-11	
G4-7	Nature of ownership and legal form.	Sustainability Report 2015, Our global role, p.10-11	
G4-8	Markets served: <ul style="list-style-type: none"> • Geographic breakdown • Sectors served • Types of customers and beneficiaries. 	Sustainability Report 2015, Our global role, p.10-11 Annual Report 2015, Our markets, p.20-21	
G4-9	Scale of the reporting organisation: <ul style="list-style-type: none"> • Total number of employees • Total number of operations • Net sales/net revenues • Total capitalisation broken down in terms of debt and equity • Quantity of products or services provided. 	See Performance Data 2015, p.59	
G4-10	<ul style="list-style-type: none"> • Total number of employees by employment contract and gender • Total number of permanent employees by employment type and gender • Total workforce by employees and supervised workers and by gender • Total workforce by region and gender • Whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors • Significant variations in employee numbers • Seasonal variations in employment in the tourism or agricultural industries 	See Performance Data 2015, p.59	URENCO does not employ large quantities of self-employed staff No significant variations in employee numbers in 2015
G4-11	The percentage of total employees covered by collective bargaining agreements.	See Performance Data 2015, p.59	

	Description	Page	Comments
G4-12	Describe the organisation's supply chain.	Sustainability Report 2015, URENCO's supply chain, p.12	
G4-13	Report any significant changes during the reporting period regarding the organisation's size, structure, or ownership of its supply chain, including: <ul style="list-style-type: none"> • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance and alteration operations • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination. 	No page number	No significant changes to report
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	No page number	The nuclear industry, which is inherently low carbon, adheres to the precautionary approach in preventing environmental degradation. As an organisation we focus on reducing our environmental impact and have a dedicated Energy Savings Group which identify and mitigate any potential environmental impacts of our operations.
G4-15	List externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses.	No page number	Our annual report outlines the economic charters to which we subscribe including Internal Accounting Standards (IAS) and International Financial Reporting Standards (IFRS). All of our facilities are accredited to the environmental standard 14001 and our facility in Germany is also EMAS validated. See also p. 25 of our Sustainability report where URENCO's adherence to regulatory requirements is described.
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation: <ul style="list-style-type: none"> • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic. 	No page number	See figure 1 on p.53
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	List all entities included in the organisation's consolidated financial statements or equivalent documents. Report whether any entity included in the organisational consolidated financial statements or equivalent documents is not covered by the report.	Sustainability Report 2015, About this report, p.45 Annual Report 2015, Notes to the consolidated financial statements, p.68	

	Description	Page	Comments
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES (continued)			
G4-18	<p>Explain the process for defining the report content and the Aspect Boundaries.</p> <p>Explain how the organisation has implemented the Reporting Principles for Defining Report Content.</p>	Sustainability Report 2015, Focus areas, materiality and risk p.18-19	<p>Summary of URENCO's Stakeholder Analysis and Materiality Assessment</p> <p>A materiality study was completed in 2015 which follows the process of Identification, Prioritisation, Validation and Review. This is the process we used in defining report content.</p> <p>Stage 1: Identification</p> <p>URENCO Group'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 whom we engage is available in 'Engaging with our stakeholders.'</p> <p>Stage 2: Prioritisation</p> <p>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 G4 prioritisation guidelines.</p> <p>In order to determine what to report on, we have defined thresholds to divide aspects between priority and monitoring.</p> <p>Stage 3: Validation</p> <p>In the prioritisation stage a list of material aspects was established. These aspects have been reviewed by a Sustainability Programme Team, with final sign off from the Sustainability Committee.</p> <p>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. For full details read the Materiality review in our report.</p> <p>Stage 4: Review</p> <p>To be conducted in 2016 once the report has been published.</p>
G4-19	List all the material Aspects identified in the process for defining report content.	Sustainability Report 2015, Focus areas, materiality and risk p.19	

	Description	Page	Comments
G4-20	<p>For each material Aspect, report the Aspect Boundary within the organisation, as follows:</p> <ul style="list-style-type: none"> • Report whether the Aspect is material within the organisation • If the Aspect is not material for all entities within the organisation (as described in G4-17), select one of the following two approaches and report either the list or entities of groups of entities included in G4-17 for which the Aspect is not material or the list of entities or groups of entities included in G4-17 for which the Aspect is material • Report any specific limitation regarding the Aspect Boundary within the organisation. 	Sustainability Report 2015, Focus areas, materiality and risk p.19	
G4-21	<p>For each material Aspect, report the Aspect Boundary outside the organisation, as follows:</p> <ul style="list-style-type: none"> • Report whether the Aspect is material outside of the organisation • If the Aspect is material outside of the organisation, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified. 	Sustainability Report 2015, Focus areas, materiality and risk p.19 Sustainability Report 2015, Our global role, p.10-11	<p>The geographical location of our customers is shown on the Sustainability Report's map. The impact for our Contractors is at our facilities in the Netherlands, the UK, USA, and Germany.</p>
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	No restatements issued in 2015	
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	No significant changes from previous reporting periods	
STAKEHOLDER ENGAGEMENT			
G4-24	Provide a list of stakeholder groups engaged by the organisation.	Sustainability Report 2015, Engaging with our stakeholders, p.16-17	
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	Sustainability Report 2015 Engaging with our stakeholders, p.16-17	<p>URENCO's Group policy is to collate all stakeholder dialogue at each of our facilities. Stakeholders are classified into a number of key groups (Decision makers, Influencers and Opinion Makers). We prioritise the opinions of the stakeholders who have the greater impact on our business (Decision Makers/Influencers) however we are careful not to exclude the stakeholders whose opinions could influence our business. All stakeholder dialogue therefore is collated to ensure any issues identified by our stakeholders that need closer monitoring are raised with our senior management.</p>
G4-26	Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Sustainability Report 2015, Engaging with our stakeholders, p.16-17	

	Description	Page	Comments
REPORT PROFILE			
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Sustainability Report, Engaging with our stakeholders, p. 13-14	
G4-28	Reporting period (such as fiscal or calendar year).	Sustainability Report 2015, About this report, p.45	
G4-29	Date of most recent report.	Sustainability Report 2015, About this report, p.45	
G4-30	Reporting cycle (such as annual, biennial).	Sustainability Report 2015, About this report, p.45	
G4-31	Provide the contact point for questions regarding the report or its contents.	Sustainability Report 2015, Further information, p.66	
G4-32	<ul style="list-style-type: none"> • Report the 'in accordance' option the organisation has chosen. • Report the GRI Context Index for the chosen option. • Report the reference to the External Assurance • Report, if the report has been externally assured GRI recommends the use of external assurance but it is not a requirements to be 'in accordance' with the Guidelines. 	Sustainability Report 2015, About this report, p.45	
G4-33	<ul style="list-style-type: none"> • Report the organisation's policy and current practice with regard to seeking external assurance for the report. • Report scope and basis for external reporting. • Report the relationship between the organisation and the assurance providers. • Report whether the highest governing body or senior executives are involved in seeking assurance for the organisation's sustainability report. 	Sustainability Report 2015, About this report, p.44 Sustainability Report 2015, Assurance statement, p.46	
GOVERNANCE			
G4-34	Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	Sustainability Report 2015, Managing Sustainability, p.44 Annual Report 2015, Corporate governance, p.42	
ETHICS AND INTEGRITY			
G4-56	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	Annual Report 2015, Our culture and values, p.9	Values are identified on URENCO's website (www.urengo.com / About Us / Vision, Mission & Values). URENCO's code of conduct is issued in a briefing pack to each employee upon joining the company. All employees are expected to adhere to the standards and values whilst working for URENCO.

Membership	Hold position on the governance body	Participate in projects or committees	Provide substantive funding beyond routine membership dues	View membership as strategic
European Nuclear Society	✓			✓
European Safeguards Research and Development Association	✓	✓		✓
FORATOM	✓			✓
Nuclear Industry Association	✓			✓
NucNet	✓			✓
World Nuclear Association	✓	✓	✓	✓
World Nuclear Fuel Market	✓			✓
World Nuclear Transport Institute	✓			✓
World Institute of Nuclear Security	✓			✓
German Atomic Forum	✓			✓
German Nuclear Society	✓	✓		✓
WKK German Nuclear Front End Institute	✓	✓	✓	✓

Figure 1

Specific standard disclosures

Material Aspects	DMA *	Indicator	2015	Omissions	External Assurance
Priority Aspects					
Asset Integrity	The DMA can be found on p.43	No specific indicator	No data reported		
Economic performance	The DMA can be found on p.32	EC1 a. Report the direct economic value generated and distributed: <ul style="list-style-type: none"> • Economic value generated/ distributed • Revenue • Operating costs • Employee wages and benefits • Payments to providers of capital • Payments to government (by country) • Community investments • Economic value retained 	See Annual Report 2015 p.34-109		
		b. Report the above by country, regional or market levels		b. We do not disclose local economic impacts as this is confidential information for our business.	
		EC5 Report the ratio of the entry level wage by gender at significant locations of operation to the minimum wage	See Performance Data 2015 p.62		
		b. Report whether a local minimum wage is absent or variable at significant locations of operation	All the countries in which we operate have a standard minimum wage.		
		c. Report the definition used for significant locations of operation	We define significant location of operations as close to our enrichment facilities and offices in the Netherlands, the UK, USA, and Germany.		

*Disclosures on Management Approach (DMA) demonstrate how our key material issues are identified, analysed and managed by our organisation.



Material Aspects	DMA	Indicator	2015	Omissions	External Assurance
Emissions	The DMA can be found on p.26	EN15/EN16	See Performance Data 2015 p.60	c. We do not collect biogenic CO ₂ data. d. We collate data for energy consumption in watt-hours, not energy sold. e. We do not report energy consumption in joules or multiples.	Fully assured
		a. Report gross direct emissions in metric tons of CO ₂ equivalent	As reported in CO ₂ e, this includes a CO ₂ weighting to represent other gases emitted in the process.		
		b. Report gases included in the calculation	Not collected		
		c. Report biogenic CO ₂ emissions in metric tons and CO ₂ equivalent separately from the gross direct GHG emissions	2015 as it has been externally audited and is our most recent benchmark year.		
		d. Report the chosen base year:	The latest DEFRA figures have been used to calculate CO ₂ e emissions. A standard approach has been applied across all URENCO sites to achieve like for like results and quality auditable data.		
		e. Report the standards, methodologies and assumptions used	DEFRA 2015 Conversion Rate		
		f. Report the source of the emission factors used	Operational control		
g. Report the chosen consolidation approach for emissions					
Employee Engagement	The DMA can be found on p.36	LA1	Omitted	a. As we do not have a high level of staff turnover, we have chosen not to disclose information on new employees. b. The information is currently unavailable by gender as this is deemed sensitive by our business.	
		a. Report the total number and rate of new employee hires during the reporting period by age group, gender and region	See Performance Data 2015 p.61		
Safety	The DMA can be found on p. 22	LA6	See Performance Data 2015 p.61 We had no fatalities or occupational diseases in 2015.	Contractors are deemed within our organisational boundary and therefore fall within our remit.	Partially assured
		Report types of injury, injury rate, occupational diseases rate, lost day rate, absentee rate and work-related fatalities for the workforce by region and gender	Contractor LTI's are not reported separately, they are included in the LTI numbers for the group.		
		a. Report the above for contractors	URENCO has in place a significant incident reporting procedure where any incidents are reported to the Group within a certain timeframe. Once resolved improvements are put in place and rolled out Group-wide.		
b. Report the system of rules applied					
Science Education	The DMA can be found on p.40	No specific indicator. Use number of children reached through Richie educational programme	See p.40 of Sustainability Report 2015.		

Material Aspects	DMA	Indicator	2015	Omissions	External Assurance
Transport	The DMA can be found on p.32	EN30 a. Report the significant environmental impacts of transporting products and other goods and materials for the organisation's operations	See Performance Data 2015 p.60	We do not currently collate transport data for members of the workforce.	Fully assured
		b. Report how this is mitigated	Combined pick-ups and deliveries to limit the number of vehicles on roads. We plan deliveries well in advance to maximise efficiencies.		
		c. Report criteria and methodology used	As a key function of our business is the transportation of uranic material this was selected as significant for reporting purposes.		
Waste	Waste (as per the GRI definition) is considered to be material for our business due to the nature of our operations on site. We are currently constructing new facilities and continuing with regular maintenance works which inevitably leads to the production of (hazardous and non-hazardous) waste, a high proportion of which is recycled or reused. URENCO's environmental priorities are agreed by the Group CEO and administered by each enrichment facility's compliance function. The compliance function monitors waste levels and reports to the Sustainability Committee on a quarterly basis, to ensure we minimise our environmental impact and are fully compliant with environmental legislation.	EN23 a. Report the total weight of hazardous and non-hazardous waste, by disposal method b. Report how the waste disposal method has been determined	See Performance Data 2015 p.60 Waste is disposed of by our organisation and by a third party organisation in some circumstances. For example our offices tend to dispose of waste through the local council. Group waste disposal data is recorded for GRI reporting purposes in alignment with EU waste regulations.		Fully assured
Monitoring Aspects					
Diversity	The DMA can be found on p.36	G4-LA12 a. Report the percentage of individuals within the organisation's governance bodies in each of the following: Gender, Age Group, Minority Groups, Other indicators of diversity	See Performance Data 2015 p.62		
		b. Report the percentage of employees per employee category in each of the following diversity categories: Gender, Age Group, Minority Groups, Other indicators of diversity	See Performance Data 2015 p.62	Data does not include minority group or religion as we do not collect this data.	



	Material Aspects	DMA	Indicator	2015	Omissions	External Assurance	
Energy Saving and natural resources	Energy Usage		EN3 a.b.c. Report total fuel consumption from renewable and non-renewable sources. Report the total electricity, heating, cooling and steam consumption in watt-hours	See Performance Data 2015 p.59		Fully assured	
			f.g. Report the standards, methodologies and assumptions used. Report the source of the conversion factor used	Energy usage is calculated by fuel source, type and location. The latest DEFRA figures are then applied to calculate kilo watt hours.			
	Water	Water usage is considered to be a material aspect for our business as it is necessary for our everyday operations, including in the enrichment process for cooling. URENCO's environmental priorities are agreed by the Group CEO and administered by each enrichment facility's compliance function. The compliance function monitors water usage and reports to the Sustainability Committee on a quarterly basis, to ensure we minimise our environmental impact and are fully compliant with environmental legislation.		EN8 a. Report the total volume of water withdrawn from source:	See Performance Data 2015 p.60		Fully assured
				b. Report the standards, methodologies and assumptions used	There is a standard approach to collecting water data across all sites in terms of standard units and calculations used we collate water usage data from domestic and river sources.		
				EN22 a. Report the total volume of planned and unplanned water discharge by destination, treatment method and whether it is reused by another organisation	See Performance Data 2015 p.60 Before water is discharged from our sites it is treated and monitored by us and audited by the environmental agencies. Our water is not reused by other organisations.		
				b. Report the standards, methodologies and assumptions used	There is a standard approach to collecting water data across all sites in terms of standard units and calculations used.		
	Innovation, technology and R&D	The DMA can be found on p.33		No specific indicator.		DMA only. No GRI indicators are relevant for this material aspect.	
	Investment in local areas	The DMA can be found on p.38.		EC7 a. Report the extent of development of significant infrastructure investments and services supported	The narrative on p. 38 of the Sustainability Report 2015 describes our impact, for example through our Richie schools programme, Cheshire Energy Hub sponsorship and 9/11 Day of Service.		
				b. Report current expected impacts	No expected impacts to report.		
				c. Report whether these investments are commercial, in-kind or pro bono engagements	The investments are commercial.		
Noise	The DMA can be found on p.42		No specific indicator.		DMA only. No GRI indicators are relevant for this material aspect.		
Opportunities in new markets	The DMA can be found on p.33		No specific indicator.		DMA only. No GRI indicators are relevant for this material aspect.		
Political landscape	The DMA can be found on p.42		No specific indicator.		GRI indicator SO6 is not relevant for this material aspect as the Group made no contributions to local political parties.		



Material Aspects	DMA	Indicator	2015	Omissions	External Assurance
Public education	The DMA can be found on p.38	SO1 a. Report the percentage of operations with implemented local community engagement, impact assessments and development programs.	All of our sites and business units have community engagement initiatives in place. Our extensive stakeholder engagement and mapping exercises enable us to determine where our impact is and how best to respond to our stakeholder needs, for example if an issue arises it is escalated through the appropriate management channels so that it is dealt with accordingly. Please see our reference to 'noise' on p.42. URENCO representatives regularly attend local stakeholder meetings to keep them informed of our activities. Our Richie schools programme was born from our local stakeholders' request to educate more young people about the importance of science and engineering, and is now a key element of our community engagement strategy.		
Regulatory requirements	Regulatory requirements, in regards to environmental laws and regulations, are a key material aspect for our business in the areas of Safeguards and Security, to ensure our industry remains safe and secure and to ultimately ensure we maintain our license to operate. Our Group compliance function oversee this area.	EN29/ PR9/ SO8 a. Report significant fines and non-monetary sanctions for non-compliance with environmental laws and regulations.	In 2015 URENCO did not receive any significant fines or non-monetary sanctions.		
Workforce skills gap	The DMA can be found on p.37	LA11 Report the percentage of employees who received a regular performance and career development review during the reporting period.	All employees across the Group received a performance review in 2015.		
Security	The DMA can be found on p.25	No specific indicator.	DMA only. The GRI indicators specified by GRI for this material aspect are deemed sensitive by our organisation due to the nature of our industry.	DMA only. No GRI indicators are relevant for this material aspect.	

Performance data 2015

GRI G4 indicator	Description	2013	2014	2015	Unit	Change 2014-2015	
G4-9: Scale of the organisation	Total employees	1,474	1,457	1,444	Employees	-1%	
	Total number of operations	4	4	4	Operating Sites	0%	
	Net revenue	See Annual Report 2015 p. 34					
	Quantity of products or services produced	See Annual Report 2015 p. 2, 'global capacity'					
G4-10: Organisational Profile	Total employees by employment contract	Permanent	1,463	1,430	1,412	Employees	-1%
		Temporary	11	27	32	Employees	19%
		Total	1,474	1,457	1,444	Employees	-1%
	Total permanent employees by employment type	Full-time	1,405	1,367	1,343	Employees	-2%
		Part-time	58	63	69	Employees	10%
		Total	1,463	1,430	1,412	Employees	-1%
	Total workforce by employees and supervisors by gender	Managers - male	219	214	219	Employees	2%
		Managers - female	31	34	31	Employees	-9%
		Non-Managers - male	971	944	924	Employees	-2%
		Non-Managers - female	253	265	270	Employees	2%
		Total	1,474	1,457	1,444	Employees	-1%
	Total workforce by region and gender	Europe male	924	896	925	Employees	3%
		Europe female	193	205	225	Employees	10%
		America male	266	262	218	Employees	-17%
		America female	91	94	76	Employees	-19%
Rest of world		0	0	0	Employees	-	
Total		1,474	1,457	1,444	Employees	-1%	
G4-11: Organisational profile	% of employees covered by collective bargaining	38%	37%	40%	%	7%	
G4-EN3: Energy consumption within the organisation	Natural gas	18,419,287	15,339,238	16,218,178	kWh	6%	
	Diesel	3,554,079	5,162,430	4,246,704	kWh	-18%	
	Petrol	529,274	507,686	463,441	kWh	-9%	
	Fuel Oil	296,749	838,331	452,335	kWh	-46%	
	Total direct energy consumption	22,799,389	21,847,686	21,380,657	kWh	-2%	
	Total indirect energy consumption	606,185,241	617,779,394	628,301,925	kWh	2%	
	Total energy consumption	628,984,630	639,627,080	649,682,582	kWh	2%	
	% of Total energy from renewables	15%	19%	16%	%	-19%	
	% of Total energy from non-renewables	85%	81%	84%	%	4%	
G4-EN8: Water usage	Total Mains m ³ /year	322,173	340,704	323,895	m ³	-5%	
	Total Other m ³ /year	284,825	278,465	265,598	m ³	-5%	
	Total m ³ /year	606,998	619,169	589,493	m ³	-5%	

GRI G4 indicator	Description	2013	2014	2015	Unit	Change 2014-2015
G4-EN15: Direct energy emissions	Direct emissions: from chemicals used for operational processes			8,963	Tonnes CO ₂ e	-
	Direct emissions: from fuels	4,475	4,461	4,258	Tonnes CO ₂ e	-5%
G4-EN16: Indirect energy emissions	Total direct emissions	4,475	4,461	13,222	Tonnes CO ₂ e	196%
	Total indirect emissions	273,813	288,900	285,810	Tonnes CO ₂ e	-1%
	Total CO ₂ e Emissions	282,763	297,821	312,253	Tonnes CO ₂ e	5%
G4-EN22: Water discharge	Total m ³ : Treatment method - To sewer	89,228	98,294	96,216	m ³	-2%
	Total m ³ : Treatment method - To water courses	76,600	100,686	95,509	m ³	-5%
	Total m ³	165,828	198,980	191,725	m ³	-4%
G4-EN23: Waste	Hazardous - composting	0	0	0	Tonnes	-
	Hazardous - reuse	0	0	0	Tonnes	-
	Hazardous - recycled	531	48	47	Tonnes	-2%
	Hazardous - recovery	21	1	1	Tonnes	-27%
	Hazardous - incineration	2	6	7	Tonnes	16%
	Hazardous - landfill	16	1	14	Tonnes	1329%
	Total hazardous waste	570	56	69	Tonnes	23%
	Non-hazardous - composting	12	30	30	Tonnes	1%
	Non-hazardous - reuse	22,898	6,624	4,025	Tonnes	-39%
	Non-hazardous - recycled	1,043	1,443	1,659	Tonnes	15%
	Non-hazardous - recovery	0	0	2,818	Tonnes	853721%
	Non-hazardous - incineration	70	102	200	Tonnes	97%
	Non-hazardous - landfill	15,531	1,475	936	Tonnes	-37%
	Total non-hazardous waste	39,554	9,675	9,668	Tonnes	0%
Nuclear material for disposal:	Volume of nuclear material for disposal			576.83	m ³	-
G4-EN30: Transport	Total CO ₂ e generated through the transportation of UF6 material (feed, tails, product)		3,701	3,682	Tonnes CO ₂ e	-1%
Radiation dose: legal limit: Europe 20mSv / UUSA 50mSv	Average dose for employees		0.18		mSv	-
	Maximum dose for employees		3.12		mSv	-
	Average dose for external companies workers		0.08		mSv	-
	Maximum dose for external companies workers		1.67		mSv	-

GRI G4 indicator	Description		2013	2014	2015	Unit	Change 2014-2015
G4-LA1: Employee standards/ wellbeing	Employee turnover by Location	UUK	11.2	21.4	7.1	%	
		UNL	2.7	4.9	4.5	%	
		UD	1.5	1.5	2.4	%	
		UCP	2.5	1.2	6.7	%	
		UUSA	19.0	19.1	30.6	%	
		HO	8.8	14.8	9.9	%	
	Employee turnover by age	Under 20	62.5	22.2	0.0	%	
		20-29	16.0	24.6	11.7	%	
		30-39	5.6	5.1	6.0	%	
		40-49	5.9	3.8	3.9	%	
		50-59	7.2	8.4	12.3	%	
		60 and Over	20.3	59.5	58.0	%	
							2015 Lost days
G4-LA6: Safety	Employee and contractor LTI's by location	UUK	0	1	1		6
		UNL	0	2	0		0
		UD	0	2	0		0
		UCP	0	4	2		26
		UUSA	1	2	3		227
		HO	0	0	0		0
		Total	1	11	6		259
		2015 LTI rate	0.17	2015 lost day rate			7.48
	Absentee rate	UUK	3.1	2.4	1.7	%	
		UNL	2.9	2.3	3.0	%	
		UD	3.6	3.6	4.1	%	
		UCP	0.3	1.0	1.4	%	
		UUSA	0.0	0.0	0.0	%	
		HO	2.0	1.5	1.0	%	
		Total Group inc. UUSA	2.0	1.8	2.0	%	
Total Group ex. UUSA		2.8	2.5	2.0	%		

Note: UUSA data is separated due to the fact annual leave is structured differently to the rest of Europe, as the first five days absence is incorporate into annual 'paid time off'

GRI G4 indicator	Description		2013	2014	2015	Unit	Change 2014-15
G4-LA11: % employees receiving regular performance & career development reviews	% employees receiving regular performance & career development reviews		82	100	100	%	
G4-LA12: % employees by age and gender	Male	Under 20	0.4	0.5	0.6	%	
		20-29	9.4	8.8	8.4	%	
		30-39	20.1	20.9	21.1	%	
		40-49	20.6	21.5	22.6	%	
		50-59	22.5	21.6	21.2	%	
		60 and over	7.8	6.2	5.2	%	
	Female	Under 20	0.1	0.1	0.0	%	
		20-29	2.9	3.0	2.8	%	
		30-39	5.2	5.8	6.8	%	
		40-49	5.8	5.6	5.6	%	
		50-59	4.0	4.7	4.7	%	
		60 and over	1.2	1.4	0.9	%	
		Total		100	100	100	

GRI G4 Indicator	Location	2013			2014			2015*		
G4-EC5: Standard entry level wage compared to local minimum wage at significant locations of operations		Minimum URENCO rate (€/hour)	Minimum country rate (€/hour)	URENCO min ratio to country Min	Minimum URENCO rate (€/hour)	Minimum country rate (€/hour)	URENCO min ratio to country Min	Minimum URENCO rate (€/hour)	Minimum country rate (€/hour)	URENCO min ratio to country Min
	UUK	16.34	7.57	2.16	18.03	8.35	2.16	18.75	7.21	2.60
	UD	14.84	8.50	1.75	15.39	8.50	1.81	15.82	8.50	1.86
	UNL	11.72	8.25	1.42	11.96	8.63	1.39	11.96	8.63	1.39
	UCP	17.98	7.57	2.37	19.92	8.35	2.39	21.56	7.21	2.99
	UUSA	16.26	6.63	2.45	14.71	5.99	2.46	16.69	6.89	2.42
	HO	14.47	6.03	2.40	11.99	6.59	1.82	12.71	7.21	1.76

*€/£ 1.3605

31 December 2015 exchange rate

<http://www.bankofengland.co.uk/boeapps/iadb/Rates.asp?TD=31&TM=Dec&TY=2015&into=GBP&rateview=A&POINT.x=6&POINT.y=12>

€/€/\$ 0.9181

31 December 2015 exchange rate

<http://www.bankofengland.co.uk/boeapps/iadb/Rates.asp?TD=31&TM=Dec&TY=2015&into=USD&rateview=A&POINT.x=9&POINT.y=7>



Further information

Glossary

BREEAM

Building Research Establishment Environmental Assessment Methodology (BREEAM) is the world's leading design and assessment method for sustainable buildings.

British Science Association

A registered charity founded in 1831, whose vision is of a world where science is at the heart of society and culture.

Cascade

The arrangement of centrifuges connected in parallel and in series is termed a "cascade". In a uranium enrichment plant, several cascades are operated in parallel to form an "operational unit" producing one U_{235} assay. Various operational units form one enrichment plant.

CREST Award

A UK award scheme that recognises success and enables students to build their skills and demonstrate personal achievement in STEM (science, technology, engineering and maths) project work.

CNS

Capenhurst Nuclear Services Limited, a subsidiary company of URENCO, has taken responsibility for storage of certain uranic materials on behalf of the Nuclear Decommissioning Authority at the Capenhurst facility in the UK.

COP21

The 2015 United Nations Climate Change Conference, held in Paris in December 2015.

Deconversion

This is the process of removing the volatile fluorine component from uranium hexafluoride to make stable uranium oxide (U_3O_8). URENCO has chosen to use U_3O_8 as the long-term retrievable storage form of uranium.

DEFRA

The UK government department responsible for policy and regulations on the environment, food and rural affairs.

EBITDA

Earnings before interest (including other finance costs), taxation, depreciation and amortisation and joint venture results (or income from operating activities plus depreciation and amortisation, plus joint venture results).

Enrichment

The step taken in the nuclear fuel cycle that increases the concentration of U_{235} , relative to U_{238} , in order to make uranium usable as a fuel for light water nuclear reactors.

ETC

Enrichment Technology Company Limited.

EUP

Enriched Uranium Product, i.e. UF_6 enriched, typically, to between 3% and 5% U_{235} content.

Euratom

The European Atomic Energy Community, established in 1957 by members of the European Union for the peaceful use of nuclear energy.

Feed

Natural or reprocessed uranium, converted to UF_6 , and fed into the cascades for enrichment.

Focus areas

Six key elements which contribute to URENCO's sustainability strategy to guide the way the company manages the business and the way it fulfils its sustainability commitments to society and the environment.

Global Reporting Initiative (GRI)

The reporting framework which provides guidance on sustainability performance reporting.

GRI G4

G4 is the fourth and most up-to-date generation of the GRI guidelines and was launched in May 2013.

Hazardous waste

Transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII.

Head Office

URENCO Group's Head Office in Stoke Poges, UK.

IAEA

The International Atomic Energy Agency is the world's central intergovernmental forum for scientific and technical co-operation in the nuclear field.

Key Stage 2 (KS2)

The period of schooling in England and Wales when pupils are typically aged between 7 and 11.

Key Stage 3 (KS3)

The period of schooling in England and Wales when pupils are typically aged between 11 and 14.

LED

Light-emitting diode

Materiality

Materiality refers to the sustainability elements which are sufficiently important that they should be reported. They cover the organisation's significant economic, environmental and social impacts; or substantively influence the assessments and decisions of stakeholders.

Nuclear fuel supply chain

The multiple steps that convert uranium as it is extracted from the earth to nuclear fuel for use in power plants. Uranium enrichment is one step in the nuclear fuel supply chain.

Non-hazardous waste

Transported, imported, exported, or treated waste that is not deemed hazardous under the terms of the Basel Convention Annexes I, II, III and VIII.

Order book

Contracted and agreed business estimated on the basis of “requirements” and “fixed commitment” contracts.

PRCA

Public Relations Consultants Association, the largest public relations association in Europe, www.prca.org.uk.

Recycled

The process of converting used materials – or waste – into new products.

Reused

The process of putting a product to another use once its primary use has been exhausted.

Richie

Richie is an animated character and acts as URENCO’s science ambassador. The Richie programme is a core element of URENCO’s school and education outreach. Through Richie, URENCO connects with its youngest audiences, teaching them about science and energy in an engaging and interactive way.

Richie Lecture

URENCO’s annual Richie Lecture is a celebration of STEM education for schoolchildren, featuring a lecture on a science topic and interactive activities, held at a prestigious location.

Separative work unit (SWU)

The standard measure of the effort required to increase the concentration of U_{235} so that there is enough to fuel a nuclear reactor. The capacity of an enrichment facility is expressed in Tonnes of Separative Work per annum (tSW/a).

SMR

Small Modular Reactors are advanced reactors that produce electric power up to 300MWe, designed to be built in factories and shipped to sites for installation as demand arises.

Stable Isotopes

URENCO’s Stable Isotopes business uses centrifuge technology to produce a variety of other products for medical, industrial and research applications.

STEM

Refers to the core subjects of science, technology, engineering and maths.

Tails (depleted UF_6)

Uranium hexafluoride that contains a lower concentration than the natural concentration (0.711%) of the U_{235} isotope.

Tails Management Facility (TMF)

The facility managed by URENCO ChemPlants Limited that will manage the deconversion of tails to stable uranium oxide (U_3O_8). Currently under construction at URENCO’s UK site in Capenhurst, UK, it will consist of a number of associated storage, maintenance and residue processing facilities to support URENCO’s long-term strategy for the management of tails.

Treaty of Almelo

In 1970, the German, Dutch and British governments signed The Treaty of Almelo, an agreement under which the three partners would jointly develop the centrifuge process of uranium enrichment.

Uranium

A fairly abundant metallic element. Approximately 993 of every 1,000 uranium atoms are U_{238} . The remaining seven atoms are U_{235} (0.711%), which is used in today’s nuclear power stations to generate energy by fission.

Uranium hexafluoride (UF_6)

All enrichment processes today work with gaseous material; therefore, uranium is converted to UF_6 .

U_{235}

The fissionable uranium isotope found in natural uranium.

U_{235} assay

The weight percentage of U_{235} atoms in uranium presented as a percentage of U_{235} atoms divided by all uranium atoms.

U_{238}

The non-fissionable uranium isotope that makes up most of natural uranium.

URENCO ChemPlants Limited (UCP)

URENCO ChemPlants Limited, a subsidiary company of URENCO, is responsible for the construction and operation of the Tails Management Facility at URENCO’s UK site in Capenhurst.

UUK

URENCO UK.

UD

URENCO Deutschland.

UNL

URENCO Nederland.

UUSA

URENCO’s enrichment facility in New Mexico, US, owned and operated by Louisiana Energy Services LLC.



Further information

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 Contents

 Overview

 Focus areas

 Assessment

 Performance

