



Delivering for a **net zero** world

Annual report and accounts 2021



Stakeholder engagement

Urenco continued with its stakeholder engagement in 2021, in line with relevant restrictions on travel and the need to socially distance. The highlights included:

February

- Urenco became a Supporting Corporate member of FORATOM to further our ability to help advocate for nuclear within Europe.
- We supported a new Hydrogen Roadmap agreed by the UK Nuclear Industry Council, which is co-chaired by the Minister for Business, Energy and Clean Growth and the Chairman of the Nuclear Industry Association.

April

- Urenco CEO, Boris Schucht, was elected as a Board member of the World Nuclear Association. He joined esteemed colleagues from across the nuclear industry whose mission is to promote a wider understanding of nuclear energy among key international influencers, develop common industry positions and contribute to the energy debate.
- We held a virtual meeting of our European Forum, which informs and consults employees on matters of a pan-European nature and is made up of representatives elected from each of Urenco's European sites.
- We rolled out a demographic and inclusion survey to all employees, with over 70% of respondents sharing all of their demographic information.

June

- New Mexico State Senators, Representatives and staff from the New Mexico Legislative Education Committee toured our facility at UUSA.

September

- Urenco participated in the World Nuclear Association's virtual symposium. Among the speakers was Urenco's Chief Commercial Officer, Laurent Odeh, who joined the 'High Level Session on the future of nuclear energy' panel.

- We supported Nuclear Week in the UK Parliament, a series of nuclear-related events aimed at educating and stimulating debate on why nuclear power is essential for achieving the UK's greenhouse gas emissions net zero target by 2050.
- Urenco attended the International Atomic Energy Agency (IAEA) General Conference, with Kees Jan Steenhoek, Director of Government Affairs at Urenco, speaking at the event, 'Innovations in the Production and Use of Nuclear Hydrogen for a Clean Energy Transition'.
- Along with the IAEA and a dozen leading nuclear industry companies, Urenco founded the Group of Vienna. The Group's mission is to accelerate and enlarge the contribution of nuclear technologies in meeting environmental, social and economic goals and improve people's health and wellbeing.
- U-Battery attended the UK CIA Sustainability Conference to explain how the advanced modular reactor can help foundation industries achieve net zero.

October

- Urenco and Aurora Energy Research organised a roundtable discussion to further the debate on the role nuclear ought to play in the production of hydrogen.
- Urenco's Head of Sales, Kirk Schnoebelen, spoke at the World Nuclear Association (WNA) Strategic eForum 'Committing to Net Zero', where attendees discussed key net zero goals for the nuclear industry.

November

- The UK Department of Business, Energy & Industrial Strategy visited Urenco Nederland.
- Urenco attended COP26 and Boris Schucht, Urenco's CEO, spoke at the IAEA COP26 event, 'Nuclear Innovation for a Net Zero World'.
- Urenco and EDF hosted a reception for COP26 delegates to discuss how hydrogen production can help achieve net zero.

December

- Urenco exhibited and presented at the World Nuclear Exhibition (WNE) in Paris, which attracted 18,000 participants from 55 countries. We were also a supporting partner of the UK Pavilion at the WNE, organised by the Energy Industry Council and UK Department for International Trade.
- We attended the Nuclear 2021, the UK industry's leading annual nuclear conference. We also exhibited and Steve Threlfall, General Manager of U-Battery, spoke at the panel discussion 'High Heat, Low Carbon: The Future Of AMRs'.
- Urenco's Richie Lecture was held in London at the Science Museum's Wonderlab: The Equinor Gallery, engaging students in science, technology, engineering and maths.
- We hosted our second global conference for inclusion and diversity (I&D) champions.

Summary of engagements in 2021

We regularly map out our stakeholders to ensure we are engaging with the right people and log these interactions so that areas of concern and interest can be addressed. A summary for 2021 is provided in the table below:

Stakeholder group	Type of engagement	Example topics raised	Achievements in 2021
Customers/suppliers	<ul style="list-style-type: none"> Regular contact Press/news releases Social media Presentations at conferences 	<ul style="list-style-type: none"> Status of enrichment plants COVID-19 measures Net zero commitment Next Generation Fuels 	<ul style="list-style-type: none"> No missed deliveries In person visits resumed with some customers
Employees	<ul style="list-style-type: none"> Intranet and news app Newsletters Physical/virtual all hands meetings and conferences Listening sessions Staff surveys Staff awards Reciprocal mentoring programme Develop U staff training platform 	<ul style="list-style-type: none"> COVID-19 measures Culture and strategy Safety and mental health 	<ul style="list-style-type: none"> Mental health training Employee demographic & inclusion survey Employee listening sessions held between I&D champions and Executive Sponsor High participation in safety events Employee continuous improvement ideas submission platform launched Inclusion and diversity conference Informal employee mixer initiatives launched, such as chat roulette
Pensioners	<ul style="list-style-type: none"> Pension bulletins Meetings Letters 	<ul style="list-style-type: none"> Administrative changes Investments Funding information Pension Increase Exercise Guaranteed minimum pension equalisation New trustee information Pension scam warnings 	<ul style="list-style-type: none"> Meetings well attended Prompt responses to queries
Government/politicians/regulators	<ul style="list-style-type: none"> Regular contact Site visits in accordance with COVID-19 measures 	<ul style="list-style-type: none"> COVID-19 measures Net zero targets 	<ul style="list-style-type: none"> Regular political and regulatory meetings and involvement in working groups
Investors/shareholders/banks/rating agencies	<ul style="list-style-type: none"> Regular contact Virtual investors roadshow 	<ul style="list-style-type: none"> COVID-19 measures Economic performance Market conditions ESG ratings 	<ul style="list-style-type: none"> Regular one to one meetings Virtual full year results presentation Signed a new sustainability linked bank facility
Local communities/school children/apprentices/graduates	<ul style="list-style-type: none"> Local liaison and dialogue Practical and financial support Richie education programme Internship programme 	<ul style="list-style-type: none"> Science education Sponsorships and donations Guest lectures by Urenco employees Employee volunteering 	<ul style="list-style-type: none"> Regular meetings with councils, local liaison committees and elected representatives Social Investment Committee established More than 57,000 students participated in the Richie programme globally
Media/social media	<ul style="list-style-type: none"> News releases Social media channels 	<ul style="list-style-type: none"> Financial results Operations Nuclear stewardship Nuclear hydrogen 	<ul style="list-style-type: none"> Press interviews to highlight pertinent topics and key industry updates Regular news releases and social media posts
Non governmental organisations	<ul style="list-style-type: none"> Membership of industry associations 	<ul style="list-style-type: none"> Nuclear hydrogen Public education Innovation and technology Opportunities in new markets 	<ul style="list-style-type: none"> Sponsored and presented at industry events in line with COVID-19 restrictions Contributed to industry publications

See our Section 172 statement on page 48 for more information on our stakeholder engagement.