



Supporting a net zero world

# Annual report and accounts 2020



# Sustainability



## Our sustainability programme

Under the guidance of the Board Sustainability Committee (page 64), 2020 was a strategic and innovative year for our sustainability programme. There was innovation in our approaches so we could further our sustainability performance, despite the disruption caused by COVID-19. We strategically adjusted our approach to reflect changes in the social development and environmental agendas that COVID-19 – as well as the increasing importance of diversity and inclusion, and the move to net zero – has brought.

**We are committed to making a valuable contribution to key universal United Nations Sustainable Development Goals (SDGs).**

We are committed to making a valuable contribution to key universal United Nations Sustainable Development Goals (SDGs) and a synopsis of how our organisation contributes to each goal can be found on our website at [www.urengo.com](http://www.urengo.com)

Our Group sustainability champions have remained focused on six core sustainability areas:

- Health and safety, safeguards and security – page 17
- Environmental impact – page 30
- Supplier of choice – page 21
- Employee engagement – page 14
- Community engagement – page 32
- Asset integrity – page 16



COVID-19 has had a predictable impact on our social and community initiatives in particular, with lockdown necessitating reduced employee volunteering numbers, fewer Richie science workshops for school children and site visits being put on hold. We are updating the general virtual site tour to provide an opportunity for members of the public to find out more about us. The Richie programme (page 32) has focused on online content delivery in 2020. Our dedicated employee volunteers have found opportunities to support charities in a socially distanced manner, such as offering fruit baskets and conversation to 90 households in Almelo suffering from loneliness, illness or poverty; and UUSA employees and family members making face coverings for the local hospice and other non-profit agencies.

We have also evolved our strategy for social investment, with a clear focus on multi-year partnerships with charitable organisations and enhanced alignment of our internship, educational and other social programmes with our wider sustainability priorities. At the end of the year, the Board approved a proposal to increase social investment in 2021.

In 2020 we conducted an enhanced materiality assessment to support a refresh of our Sustainability Strategy. The views of key stakeholder groups were gathered through interviews with industry and sustainability experts, a customer survey, an employee survey and workshops with the Managing Directors and the Executive Committee.

All stakeholders were asked to identify priorities for Urenco to take action on from a 'comprehensive list' of sustainability topics. The new Sustainability Strategy will be presented in our forthcoming Sustainability Report. We have already begun revitalising our sustainability approach, such as setting enhanced diversity and inclusion goals for the areas of recruitment, succession planning and training (page 15), and conducting a study of our 'scope 3' carbon emissions.

## Case study: Working during COVID-19

### Lauren

Maintenance Administrator, Urenco UK

During my seven years at Urenco I have worked across the site in a number of roles. I am currently in the maintenance team for UUK as the team administrator and my usual desk would be in the offices of one of the plants.

In May 2019, I took 12 months of maternity leave after having my little boy, Jude. As the pandemic escalated this year, it was clear I would be working remotely on my return.

I was apprehensive, as coming back to work after a long period of time is nerve-wracking enough without there being a pandemic and a different working style.

I didn't even have a laptop, so my manager dropped one off and reassured me. I didn't expect to be doing my job with nursery rhymes in the background, however, I have made it work!

It's been a huge adjustment, but I'm lucky Urenco have been understanding about their employees having children and other commitments at home. It has been a challenging year for all of us and I am very much looking forward to getting back to some form of normality in 2021.



UUK, Capenhurst, UK

### Energy use and climate change

Nuclear energy is part of the solution for tackling climate change. Through our product, we support the decarbonisation of the world's electricity grids, the journey to net zero carbon emissions and a 'green recovery' from COVID-19.

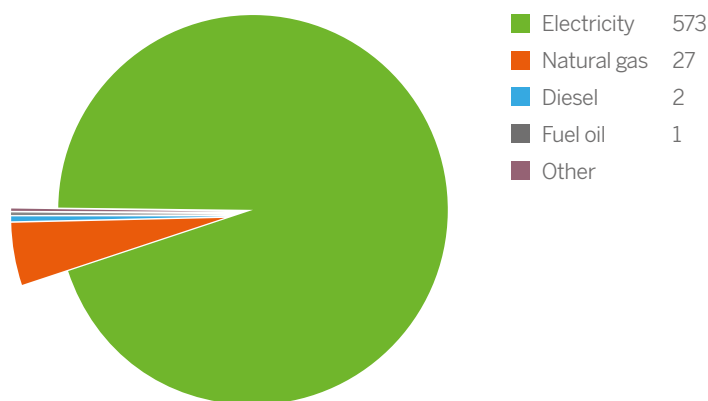
Periodic assessment of climate change risk has been part of our overall risk programme. We expect to develop further risk and mitigation plans in 2021, aligned with evolving plans on setting both short and long term carbon reduction targets. We aim to reduce our own carbon emissions and support a lower carbon supply chain for nuclear energy. More information will be included in the Sustainability Report, published in the summer.

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

Our Energy Savings Group promotes energy efficiency across our sites, with a particular focus on electricity usage, which accounts for more than 93% of our total carbon emissions (scope 1 and 2). Our electricity consumption across all four enrichment sites reduced by a further 2% in 2020. This was mostly due to efficiency measures such as further roll out of upgrades to the TC12 centrifuges at our sites in the Netherlands, UK and Germany, and continuing installation of LED lighting and pump speed optimisation at our UK site. Please also see our disclosure in line with the Streamlined Energy and Carbon reporting requirements on page 73 for details of energy-saving projects in the UK.<sup>1</sup>

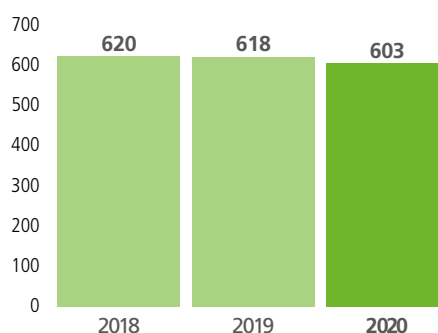
In 2020 we commissioned a study of the 'scope 3' emissions associated with our wider value chain. This study has identified key areas for us to focus on with our suppliers to support further reductions to our carbon footprint.

### 2020 energy consumption by source GWh (million kWh)

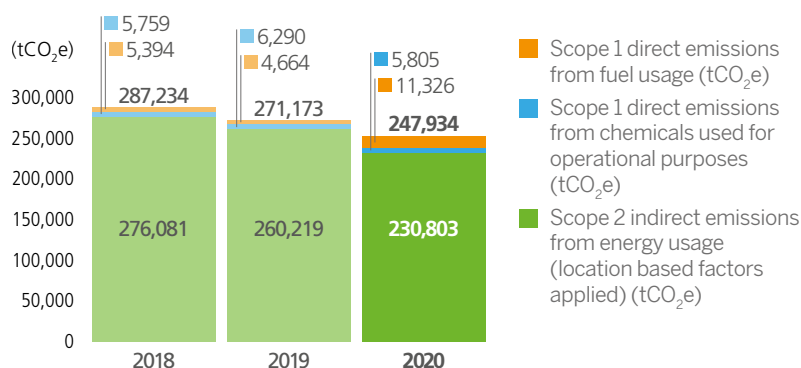


### Energy consumption

GWh (thousand kWh)



### Greenhouse gas emissions



<sup>1</sup> Our energy and carbon data is subject to limited assurance by external provider Corporate Citizenship, in accordance with the International Standard on Assurance Engagement (ISAE) 3000 (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and the relevant subject-matter specific ISAE for greenhouse gas data (ISAE 3410, Assurance Engagements on Greenhouse Gas Statements). Please see [www.ureenco.com/sustainability/quality-certifications](http://www.ureenco.com/sustainability/quality-certifications) for the most recent annual assurance statement.





Images above, top to bottom:  
Tails Management Facility, Capenhurst, UK;  
Urenco Nuclear Stewardship, Capenhurst, UK

### Nuclear materials management

Responsible uranium stewardship will always be a key element of our commitment to sustainability. We apply the expertise of our two UK subsidiaries, Urenco ChemPlants and Urenco Nuclear Stewardship, to provide solutions for our own business and the wider nuclear energy industry. Our Tails Management Facility (TMF) will convert depleted uranium hexafluoride ( $\text{UF}_6$ ) or 'tails', produced by our core enrichment services, into stable uranium oxide ( $\text{U}_3\text{O}_8$ ). Our research and development department is continuously innovating to minimise the amount of radioactive waste generated through our processes and creating a more sustainable approach for future decommissioning projects.

### Water usage

Water consumption reduced by 10% in 2020, mainly due to changes in operational processes. We also began rainwater harvesting at our TMF facility in the UK, which will reduce our reliance on water from external sources in future years.



### Case study: Innovative approach to energy saving at UNL

In a quest for further energy saving possibilities at UNL, a drone has been purchased to perform infrared scans of buildings on the site. Heat emissions will be identified, examined and diminished through the new tool, which employees have been trained and certified to operate.

In addition, gas consumption will be reduced at UNL from next year through an improvement to the air humidification system in the Recycling Centre, replacing the current gas-powered unit with a modern electric solution.



### Our communities

Engagement with our local communities helps create better mutual understanding and supports our licence to operate. This takes the form of site tours, with a virtual site tour being updated to provide further access; attendance at council, local liaison and other elected representative meetings; and the provision of practical and financial support through our volunteering and donations programmes.

We continued our efforts in 2020 in the hope of easing the hardship being felt by many. Major beneficiaries included cultural institutions, such as the Science Museum in London and Chester Zoo (UK); cross-cutting local community support organisations, such as United Way (US); community health facilities, such as St Josef Hospice (Germany); and environmental initiatives such as reforestation projects (the Netherlands).

### Richie education programme

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

The programme includes school workshops and digital resources, which teach students about nuclear energy and the importance of protecting our planet in a fun and interactive way. Due to the COVID-19 pandemic, we postponed our 2020 programme of physical events and focused on promoting our digital resources, in collaboration with the British Science Association.

We shared home schooling activities and tips via our social media channels and reached around 75,000 students with our digital resources.

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

### Government Affairs

Government policy shapes the future of nuclear. We stay abreast of potential changes and consult with ministers and officials to help ensure informed decisions can be made by them and Urenco.

### Case study: Building bridges for STEM in the Netherlands

On 23 and 24 November, secondary school students from four different schools in Almelo, the Netherlands, learned about STEM (science, technology, engineering and maths) by building bridges, pictured right in their school class bubble.

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

The challenge was to build a bridge using nothing but skewers, elastic bands and rope, with a span of at least 60 cm and strong enough to carry one or more bricks in the middle for 10 plus seconds. The winning team (pictured) built a bridge that could carry four bricks, an impressive 10 kilos in total!

The 'Bridge challenge' was a COVID-safe alternative for larger-scale STEM promotion activities that are normally organised by Discover High-Tech Almelo every November.



## Stakeholder engagement

Urenco continued with its stakeholder engagement in 2020, in line with relevant restrictions on travel and the need to socially distance from March.

### Stakeholder engagement highlights



#### January

- The United States Department of Energy Assistant Secretary for Nuclear Energy, Dr Rita Baranwal, pictured above, visited our US site, UUSA, with members of her team to learn more about our company and the service it provides.

#### February

- One of our largest and longest-standing customers visited UUSA. A site tour and an overview of how UUSA manages and tracks customer inventory were provided.

#### May

- A global Health and Fitness Week was held for employees, which included encouragement to take part in a 5K walk, run or cycle challenge. Urenco Nederland alone had 131 colleagues (almost half of the workforce) taking part. Donations were made to 18 charities.

#### June

- Urenco contributed to an independent report, published by Aurora Energy Research, which showed that hydrogen can meet up to half of Great Britain's final energy demand by 2050 while helping to reach net zero targets, and that nuclear has an important role in this.

- Urenco signed an open letter from the nuclear industry to EU key decision makers, asking for the contribution of the industry to be better recognised in future policy developments and funding decisions.

#### September

- Urenco's CEO, Boris Schucht, contributed to the debate on the future of nuclear and its role in achieving decarbonisation efforts at the IAEA Scientific Forum. His speech was given during the opening session of this prestigious event, with other speakers including Director General of the IAEA, Rafael Mariano Grossi; Alok Sharma MP, Secretary of State for the Department for Business, Energy and Industrial Strategy and Chair of the UN Climate Change Conference (COP26) in Glasgow in 2021; and Dr Fatih Birol, Executive Director of the International Energy Agency (IAE). The Forum is an annual event held in the margins of the IAEA General Conference.
- Urenco Deutschland's fire service donated protective jackets and trousers to the Gronau fire brigade to enable them to quickly comply with a new policy requiring them to change clothing contaminated by smoke at the scene of a fire to reduce the impact on their health.

#### October

- Urenco provided a response to the UK Business, Energy and Industrial Strategy (BEIS) Select Committee inquiry on post-pandemic economic growth. The submission clearly outlined the positive role nuclear can have in helping to rebuild the economy after COVID-19, while also helping to combat climate change, and encouraged the Government to focus investment on delivering net zero by 2050.

- Urenco UK employees helped to refurbish a building near Chester, creating a 'crisis café' to support members of the community who need access to a foodbank, counselling and employment advice due to the impact of the pandemic. The hub also offers respite for individuals suffering from mental illness.
- Urenco organised a virtual conference for UUSA employees and Urenco's Board, involving informative and interactive sessions on the site's achievements and challenges during 2020.

#### December

- A donation of €40,000 was made to the IAEA Marie Skłodowska-Curie Fellowship Programme to increase the participation of women in nuclear science by providing scholarships in nuclear related subjects.
- Boris Schucht delivered a speech to the Nuclear Europe Leaders group on nuclear energy's role in the production of hydrogen.
- Urenco's 'Celebrating U' event, recognising the achievement of employees, was held virtually this year, with an even bigger and better celebration planned for next year when we will bring the 2020 and 2021 winners together to mark their success.

## Summary of engagements in 2020

We regularly map 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 2020 is provided in the table below:

Stakeholder group	Type of engagement	Example topics raised	Achievements in 2020
<b>Customers/suppliers</b>	<ul style="list-style-type: none"> <li>Regular contact</li> <li>Press/news releases</li> <li>Social media</li> <li>Customer survey</li> </ul>	<ul style="list-style-type: none"> <li>COVID-19 measures</li> <li>Environmental data</li> </ul>	<ul style="list-style-type: none"> <li>100% customer delivery record</li> <li>88% survey response rate from customers</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Intranet and news app</li> <li>Newsletters</li> <li>Physical/virtual all-hands meetings</li> </ul>	<ul style="list-style-type: none"> <li>COVID-19 measures</li> <li>Culture and strategy</li> <li>Safety and mental health</li> </ul>	<ul style="list-style-type: none"> <li>50th anniversary celebrations</li> <li>Mental health training</li> <li>High participation in safety events</li> </ul>
<b>Pensioners</b>	<ul style="list-style-type: none"> <li>Pension bulletins</li> <li>Meetings</li> <li>Letters</li> </ul>	<ul style="list-style-type: none"> <li>Administrative changes</li> <li>Investments</li> </ul>	<ul style="list-style-type: none"> <li>Meetings well attended</li> <li>Prompt responses to queries</li> </ul>
<b>Government/politicians/regulators</b>	<ul style="list-style-type: none"> <li>Regular contact</li> <li>Site visits in accordance with COVID-19 measures</li> </ul>	<ul style="list-style-type: none"> <li>COVID-19 measures</li> <li>Net zero targets</li> </ul>	<ul style="list-style-type: none"> <li>Regular political and regulatory meetings and involvement in working groups</li> </ul>
<b>Investors/shareholders/banks/rating agencies</b>	<ul style="list-style-type: none"> <li>Regular contact</li> <li>Virtual investors roadshow</li> </ul>	<ul style="list-style-type: none"> <li>COVID-19 measures</li> <li>Economic performance</li> <li>Market conditions</li> <li>ESG ratings</li> </ul>	<ul style="list-style-type: none"> <li>Regular one-to-one meetings</li> <li>Virtual full-year results presentation</li> </ul>
<b>Local communities/school children/apprentices/graduates</b>	<ul style="list-style-type: none"> <li>Local liaison and dialogue</li> <li>Practical and financial support</li> <li>Richie education programme</li> </ul>	<ul style="list-style-type: none"> <li>Science education</li> <li>Sponsorships and donations</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings with councils, local liaison committees and elected representatives</li> <li>More than 76,000 students participated in the Richie programme globally</li> </ul>
<b>Media/social media</b>	<ul style="list-style-type: none"> <li>News releases</li> <li>Social media channels</li> </ul>	<ul style="list-style-type: none"> <li>Financial results</li> <li>Operations</li> <li>Nuclear stewardship</li> </ul>	<ul style="list-style-type: none"> <li>Press interviews to highlight pertinent topics and key industry updates</li> <li>Regular news releases and social media posts</li> </ul>
<b>Non-governmental organisations</b>	<ul style="list-style-type: none"> <li>Membership of industry associations</li> </ul>	<ul style="list-style-type: none"> <li>Public education</li> <li>Innovation and technology</li> <li>Opportunities in new markets</li> </ul>	<ul style="list-style-type: none"> <li>Sponsored and presented at virtual industry events</li> <li>Contributed to industry publications</li> </ul>



## Ethical conduct

Ethics and professionalism are of the highest importance to Urenco, as set out in our Code of Conduct and values. The aim is to protect our business, employees and our key stakeholders.

We actively encourage open conversations about behaviours and concerns to be raised, in the first instance with line managers, who are responsible for addressing issues promptly and confidentially.

This is strengthened by a whistleblowing mechanism, providing another option if an individual does not wish to raise a matter directly or feels it has not been dealt with satisfactorily. An alert line has been provided with an independent organisation, which can be contacted free of charge and anonymously.

Urenco takes a zero-tolerance approach to bribery and corruption, as articulated in our Anti-Bribery and Corruption policy. Integrity is one of our core values and we expect our employees and key stakeholders to act in this manner in all their interactions.

The protection of privacy and confidentiality are key concerns, including securing personal data. We comply with all relevant legislation, including the EU General Data Protection Regulation (GDPR). This was of increased importance this year, with many more employees working from home, and comprehensive advice was issued on how to do so securely.

## Case study: United Way Giving at UUSA

In 2020, the COVID-19 pandemic required everyone to think outside the box to safely hold employee engagement and community events. This was especially true when it came to supporting the annual United Way Campaign at UUSA.

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

The giveaways included all of the ingredients to make S'mores, a DIY bird house and other fun items for the children, a creative guide that included summer recipes and activities to do from home, and some additional treats.

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

## Case study: Working during COVID-19

### Andreas

Safeguards Manager and Pandemic Coordinator,  
Urenco Deutschland (UD)



The crisis has been challenging for everybody, both for employees and for the company, because of the risk of the virus spreading. Urenco listened to every colleague and has offered support, including for mental health.

I was fully aware of my responsibility to minimise the risk of infection for the company, my colleagues on site, my family and especially for my little daughter, who was born this summer. If I needed to go to the site, I measured my temperature beforehand with the thermometer provided by the company and ensured I did not have any other symptoms.

On site, all colleagues showed their commitment and willingness to adapt to the new situation. Different shift patterns, working from home or switching to digital meetings were all supported by the entire workforce and created a feeling of togetherness. I valued the creative efforts from the company to keep employees connected, such as food and safety packages delivered to home addresses. In addition to that, I really appreciated the adherence to the COVID-19 measures in place. In 2020 no UD employees contracted the virus while working on site. That's a huge success and UD was showcased as a best practice example of handling the pandemic in the biannual 'Citizens book Gronau' (Bürgerbuch Gronau).