



urencO

---

Sustainability report 2016



In 2016, we refined our key performance indicators (KPIs) in each of our focus areas and achieved

**75%** of our targets for the year.

2016 Sustainability: KPIs					
Focus area	Description	Target for 2016	Results for 2016		
Supplier of choice	Missed deliveries	0	0		Page 22
	Customer complaints	0	0		Page 21
Energy saving and natural resources	Specific water consumption*	Improvement vs best performing year since 2014 benchmark (2015)	+12%		Page 18
	Specific electricity consumption*	Improvement vs. best performing year since 2014 benchmark (2014)	-4%		Page 17
	Specific Gas Consumption*	Improvement vs. best performing year since 2014 benchmark (2014)	+8%		Page 17
	% Recycled conventional material	Year on year comparison	+7%		Page 20
Health & safety, safeguards and security	Lost time injury rate	≤ 0.20	0.12		Page 15
Employer of choice	Regular employee survey	To be conducted in 2017			Not included
Community engagement	Science education through the Richie educational programme	30,000 students	33,810		Page 27
Asset integrity		No external KPIs reported			Not included

\*Only enrichment sites; other contributions negligible.

- Achieved
- Not achieved
- On target

# GRI performance

## General standard disclosures

	Description	Page	Comments
<b>STRATEGY AND ANALYSIS</b>			
<b>G4-1</b>	Statement from the most senior decision-maker of the organisation	Sustainability Report 2016, Chief Executive's Review, p. 4-5	
<b>G4-2</b>	Description of key impacts, risks and opportunities.	Annual Report 2016 p. 18-21 Sustainability Report 2016 p. 12-29	
<b>ORGANISATIONAL PROFILE</b>			
<b>G4-3</b>	Name of the organisation.	Annual Report and Sustainability Report 2016, front cover	
<b>G4-4</b>	Primary brands, products and/or services.	Sustainability Report 2016, The nuclear fuel supply chain, p. 06	
<b>G4-5</b>	The location of the organisation's headquarters	Annual Report 2016, Our global role, p. 10-11	
<b>G4-6</b>	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.	Annual Report 2016, Our global role, p. 10-11	
<b>G4-7</b>	Nature of ownership and legal form.	Annual Report 2016, Our global role, p. 10-11	
<b>G4-8</b>	Markets served: <ul style="list-style-type: none"> <li>• Geographic breakdown</li> <li>• Sectors served</li> <li>• Types of customers and beneficiaries.</li> </ul>	Annual Report 2016, Our global role, p. 10-11 Annual Report 2016, Our markets, p. 14-15	
<b>G4-9</b>	Scale of the reporting organisation: <ul style="list-style-type: none"> <li>• Total number of employees</li> <li>• Total number of operations</li> <li>• Net sales/net revenues</li> <li>• Total capitalisation broken down in terms of debt and equity</li> <li>• Quantity of products or services provided.</li> </ul>	Sustainability Report 2016, GRI performance Performance data 2016, p. 45	
<b>G4-10</b>	<ul style="list-style-type: none"> <li>• Total number of employees by employment contract and gender</li> <li>• Total number of permanent employees by employment type and gender</li> <li>• Total workforce by employees and supervised workers and by gender</li> <li>• Total workforce by region and gender</li> <li>• 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</li> <li>• Significant variations in employee numbers</li> <li>• Seasonal variations in employment in the tourism or agricultural industries</li> </ul>	Sustainability Report 2016, GRI performance Performance data 2016, p. 45	URENCO does not employ large quantities of self-employed staff No significant variations in employee numbers in 2016
<b>G4-11</b>	The percentage of total employees covered by collective bargaining agreements.	Sustainability Report 2016, GRI performance Performance data 2016, p. 45	

## GRI performance

	Description	Page	Comments
<b>G4-12</b>	Describe the organisation's supply chain.	Sustainability Report 2016, Our role in the nuclear supply chain, p. 06	
<b>G4-13</b>	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"> <li>• Changes in the location of, or changes in, operations, including facility openings, closings and expansions</li> <li>• Changes in the share capital structure and other capital formation, maintenance and alteration operations</li> <li>• Changes in the location of suppliers, the structure of the supply chain or in relationships with suppliers, including selection and termination.</li> </ul>	n/a	No changes to report
<b>G4-14</b>	Report whether and how the precautionary approach or principle is addressed by the organisation.	n/a	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.
<b>G4-15</b>	List externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses.	Sustainability Report 2016, Our role in the nuclear supply chain, p. 06	Our Annual Report 2016 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.16 of our Sustainability Report 2016, where URENCO's adherence to regulatory requirements is described.
<b>G4-16</b>	List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation: <ul style="list-style-type: none"> <li>• Holds a position on the governance body</li> <li>• Participates in projects or committees</li> <li>• Provides substantive funding beyond routine membership dues</li> <li>• Views membership as strategic.</li> </ul>	n/a	See figure 1 on p.39
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>			
<b>G4-17</b>	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 2016, About this report, p. 31  Annual Report 2016, Notes to the Consolidated Financial Statements, p. 62	

## GRI performance

	Description	Page	Comments
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES (continued)</b>			
<b>G4-18</b>	<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 2016, Focus Areas, Materiality and Risk, p. 12-13	<p><b>Summary of URENCO's Stakeholder Analysis and Materiality Assessment</b></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><b>Stage 1: Identification</b></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. 08-10.</p> <p><b>Stage 2: Prioritisation</b></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><b>Stage 3: Validation</b></p> <p>In the prioritisation stage, a list of material aspects was established and were reviewed by a Sustainability Programme team. In 2016, we improved our reporting process further by validating our materiality aspects, with a cross section of stakeholders across the business, to ensure the information and data we report on continues to be relevant.</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. 12-29.</p> <p><b>Stage 4: Review</b></p> <p>To be conducted in 2017 once the report has been published.</p>
<b>G4-19</b>	List all the material Aspects identified in the process for defining report content.	Sustainability Report 2016, Focus Areas, Materiality and Risk, p. 13	

## GRI performance

	Description	Page	Comments
<b>G4-20</b>	<p>For each material Aspect, report the Aspect Boundary within the organisation, as follows:</p> <ul style="list-style-type: none"> <li>• Report whether the Aspect is material within the organisation</li> <li>• 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 of entities or 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</li> <li>• Report any specific limitation regarding the Aspect Boundary within the organisation.</li> </ul>	Sustainability Report 2016, Focus Areas, Materiality and Risk, p. 13	
<b>G4-21</b>	<p>For each material Aspect, report the Aspect Boundary outside the organisation, as follows:</p> <ul style="list-style-type: none"> <li>• Report whether the Aspect is material outside of the organisation</li> <li>• 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.</li> </ul>	Sustainability Report 2016, Focus Areas, Materiality and Risk, p. 13	The geographical location of our customers is shown in the Annual Report's map on p10-11. The impact for our Contractors is at our facilities in the Netherlands, the UK, the USA, and Germany.
<b>G4-22</b>	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	Sustainability Report 2016, About this report, p. 31	
<b>G4-23</b>	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	Sustainability Report 2016, About this report, p. 31	
<b>STAKEHOLDER ENGAGEMENT</b>			
<b>G4-24</b>	Provide a list of stakeholder groups engaged by the organisation.	Sustainability Report 2016, Engaging with our stakeholders, p. 08-10	
<b>G4-25</b>	Report the basis for identification and selection of stakeholders with whom to engage.	Sustainability Report 2016, Engaging with our stakeholders, p. 08-10	URENCO's Group policy is to collate 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. The majority of stakeholder dialogue therefore is collated to ensure any issues identified by our stakeholders that need closer monitoring are raised with our senior management.
<b>G4-26</b>	Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and give an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Sustainability Report 2016, Engaging with our stakeholders, p. 08-10	

## GRI performance

	Description	Page	Comments
<b>G4-27</b>	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 2016, Engaging with our stakeholders, p. 08-10	
<b>REPORT PROFILE</b>			
<b>G4-28</b>	Reporting period (such as fiscal or calendar year).	Sustainability Report 2016, About this report, p. 31	
<b>G4-29</b>	Date of most recent report.	Sustainability Report 2016, About this report, p. 31	
<b>G4-30</b>	Reporting cycle (such as annual, biennial).	Sustainability Report 2016, About this report, p. 31	
<b>G4-31</b>	Provide the contact point for questions regarding the report or its contents.	Sustainability Report 2016, Further information, p. 50	
<b>G4-32</b>	<ul style="list-style-type: none"> <li>Report the 'in accordance' option the organisation has chosen.</li> <li>Report the GRI Context Index for the chosen option.</li> <li>Report the reference to the External Assurance</li> <li>Report whether the report has been externally assured. GRI recommends the use of external assurance, but it is not a requirement to be 'in accordance' with the Guidelines.</li> </ul>	Sustainability Report 2016, About this report, p. 31	
<b>G4-33</b>	<ul style="list-style-type: none"> <li>Report the organisation's policy and current practice with regard to seeking external assurance for the report.</li> <li>Report scope and basis for external reporting.</li> <li>Report the relationship between the organisation and the assurance providers.</li> <li>Report whether the highest governing body or senior executives are involved in seeking assurance for the organisation's sustainability report.</li> </ul>	In assurance statement on the website <a href="http://www.urengo.com/sustainability">www.urengo.com/sustainability</a>	
<b>GOVERNANCE</b>			
<b>G4-34</b>	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 2016, Managing sustainability p. 30 Annual Report 2016, Corporate governance p. 32-33	
<b>ETHICS AND INTEGRITY</b>			
<b>G4-56</b>	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	Annual Report 2016, Our values and strategy, p 08-09	Values are identified on URENCO's website ( <a href="http://www.urengo.com/AboutUs/Vision,Mission&amp;Values">www.urengo.com/About Us/Vision, Mission &amp; Values</a> ). 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 while working for URENCO.

## GRI performance

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 & Development Association	✓	✓		✓
FORATOM				✓
Nuclear Industry Association	✓			✓
NucNet	✓			✓
World Nuclear Association	✓			✓
World Nuclear Fuel Market	✓			✓
World Nuclear Transport Institute	✓	✓		✓
World Institute for Nuclear Security	✓			✓
German Atomic Forum	✓			✓
German Nuclear Society	✓	✓		✓
WKK German Nuclear Front End Institute	✓	✓	✓	✓

Figure 1

# GRI performance

## Specific standard disclosures

Material Aspects	DMA	Indicator	2016	Omissions	External Assurance
<b>Priority Aspects</b>					
Asset integrity	The DMA can be found on p. 29	No specific indicator	No data reported		
Economic performance	The DMA for economic performance can be found on p. 22	<b>EC1</b> a. Report the direct economic value generated and distributed: <ul style="list-style-type: none"> <li>• Economic value generated/ distributed</li> <li>• Revenue</li> <li>• Operating costs</li> <li>• Employee wages and benefits</li> <li>• Payments to providers of capital</li> <li>• Payments to government (by country)</li> <li>• Community investments</li> <li>• Economic value retained</li> </ul>	See Annual Report 2016, p. 57-124		
		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.	
		<b>EC5</b> a. Report the ratio of the entry level wage by gender at significant locations of operation to the minimum wage	See performance data on p. 48	We do not include entry level wage by gender.	
		<b>Market presence</b> 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.		

# GRI performance

Material Aspects	DMA	Indicator	2016	Omissions	External assurance
Emissions	The DMA can be found on p. 17.	<b>EN15/EN16</b> a. Report gross direct emissions in metric tons of CO <sub>2</sub> equivalent	See performance data on p. 46	c. We do not collect biogenic CO <sub>2</sub> data. d. We collate data for energy consumption in kW hours, not energy sold. e. We do not report energy consumption in joules or multiples.	Fully assured
		b. Report gases included in the calculation	As reported in CO <sub>2</sub> e, this includes a CO <sub>2</sub> weighting to represent other gases emitted in the process.		
		c. Report biogenic CO <sub>2</sub> emissions in metric tons and CO <sub>2</sub> equivalent separately from the gross direct GHG emissions	Not collected		
		d. Report the chosen base year:	2016 as it has been externally audited and is our most recent benchmark year.		
		e. Report the standards, methodologies and assumptions used	The latest DEFRA figures have been used to calculate CO <sub>2</sub> e emissions. A standard approach has been applied across all URENCO sites to achieve like for like results and quality auditable data.		
		f. Report the source of the emission factors used	DEFRA 2016 Conversion Rate		
		g. Report the chosen consolidation approach for emissions	Operational control		
Noise	The DMA for noise can be found on p. 28.	No specific indicator.		DMA only. No GRI indicators are relevant for this material aspect	
Political landscape	The DMA for political landscape can be found on p. 28.	No specific indicator.		GRI indicator SO6 is not relevant for this material aspect as the Group made no contributions to local political parties.	
Public education	The DMA for public education can be found on p. 26.	<b>SO1</b> a. Report the percentage of operations with implemented local community engagement, impact assessments and development programmes.	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. 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 an integral part of our communities.		

# GRI performance

Material Aspects	DMA	Indicator	2016	Omissions	External Assurance
Safety	The DMA for safety can be found on p. 14	<b>LA6</b> 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:	See performance data on page 47. We had no fatalities or occupational diseases in 2015.	Contractors are deemed within our organisational boundary and therefore fall within our remit.	Partially assured
		a. Report the above for contractors:	Contractor LTIs are not reported separately; they are included in the LTI numbers for the group.		
		b. Report the system of rules applied:	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.		
Science education	The DMA for Science education can be found on p. 27	No specific indicator. Use number of children reached through Richie educational programme	See p. 27 for number of students reached.		
Transport	The DMA for transport can be found on p. 22	<b>EN30</b> a. Report the significant environmental impacts of transporting products and other goods and materials for the organisation's operations:	See performance data on p. 46.	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.		
<b>Monitoring Aspects</b>					
Diversity	The DMA can be found on p. 25	<b>G4-LA12</b> 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 on p. 48	We do not currently include percentage of individuals by minority groups or other indicators of diversity.	
		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 on p. 48		

# GRI performance



	Material Aspects	DMA	Indicator	2016	Omissions	External Assurance
Energy saving and natural resources	Energy usage	The DMA or energy usage can be found on p. 17	<p><b>EN3</b> b.c. Report total fuel consumption from renewable and non-renewable sources. Report the total electricity, heating, cooling and steam consumption in watt-hours:</p> <p>f.g. Report the standards, methodologies and assumptions used. Report the source of the conversion factor used:</p>	<p>See performance data on p. 45</p> <p>Energy usage is calculated by fuel source, type and location. The latest DEFRA figures are then applied to calculate kW hours.</p>		Fully assured
	Water	Water usage is considered to be a material aspect for our business as it necessary for our everyday operations, including in the enrichment process for cooling. 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.	<p><b>EN8</b> a. Report the total volume of water withdrawn from source:</p> <p>b. Report the standards, methodologies and assumptions used</p>	<p>See performance data on p. 45</p> <p>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.</p>		Fully assured
			<p><b>EN22</b> a. Report the total volume of planned and unplanned water discharge by destination, treatment method and whether it is reused by another organisation</p>	<p>See performance data on p. 46. 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.</p>		
			<p>b. Report the standards, methodologies and assumptions used</p>	<p>There is a standard approach to collecting water data across all sites in terms of standard units and calculations used.</p>		
	Employee engagement*	The DMA for employee engagement can be found on p. 24	<p><b>LA1</b> a. Report the total number and rate of new employee hires during the reporting period by age group, gender and region:</p> <p>b. Report the total number and rate of employee turnover during the reporting period by age group, gender and region:</p>	<p>Omitted</p> <p>See performance data on p. 47.</p>	<p>a. In 2016, we did not have a high level of staff turnover so 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.</p>	
	Innovation, technology and R&D	The DMA can be found on p. 23	No specific indicator.		DMA only. No GRI indicators are relevant for this material aspect.	
Investment in local areas	The DMA for investment in local areas can be found on p. 26 of the Sustainability Report.	<p><b>EC7</b> a. Report the extent of development of significant infrastructure investments and services supported</p>	The narrative on p. 26-27 of the Sustainability Report 2016 describes our impact, for example through our Richie schools programme and volunteering programme.			
		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.			

\* Employee wellbeing has been renamed employee engagement in 2016

## GRI performance

Material Aspects	DMA	Indicator	2016	Omissions	External assurance
Opportunities in new markets	The DMA can be found on p. 23.	No specific indicator.		DMA only. No GRI indicators are relevant for this material aspect	
Regulatory requirements	The DMA for regulatory requirements can be found on p. 16 of the Sustainability Report.	<b>EN29/ PR9/ SO8</b> 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.		
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. 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.	<b>EN23</b> a. Report the total weight of hazardous and non-hazardous waste, by disposal method:	See performance data on p.46.		Fully assured
		b. Report how the waste disposal method has been determined:	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.		
Workforce skills gap	The DMA can be found on p. 25.	<b>LA11</b> 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 2016.		

# GRI performance

## Performance data 2016

GRI G4 indicator	Description	2014	2015	2016	Unit	Change 2015-2016	
<b>G4-9:</b> Scale of the organisation	Total employees	1,457	1,444	1,587	Employees	10%	
	Total number of operations	4	4	4	Operating Sites	0%	
	Net revenue	See Annual Report 2016 inside front cover					
	Quantity of products or services produced	See Annual Report inside front cover (global capacity)					
<b>G4-10:</b> Organisational profile	Total employees by employment contract	Permanent	1,430	1,412	1,551	Employees	10%
		Temporary	27	32	36	Employees	13%
		Total	1,457	1,444	1,587	Employees	10%
	Total permanent employees by employment type	Full-time	1,367	1,343	1,466	Employees	9%
		Part-time	63	69	85	Employees	23%
		Total	1,430	1,412	1,551	Employees	10%
	Total workforce by employees and supervisors by gender	Managers – male	214	219	250	Employees	14%
		Managers – female	34	31	46	Employees	48%
		Non-Managers – male	944	924	1,006	Employees	9%
		Non-Managers – female	265	270	285	Employees	6%
		Total	1,457	1,444	1,587	Employees	10%
	Total workforce by region and gender	Europe male	896	925	1,060	Employees	15%
		Europe female	205	225	267	Employees	19%
		America male	262	218	196	Employees	-10%
		America female	94	76	64	Employees	-16%
		Rest of world	0	0	0	Employees	-
Total		1,457	1,444	1,587	Employees	10%	
<b>G4-11:</b> Organisational profile	% of employees covered by collective bargaining	37%	40%	47%	%	7%	
<b>G4-EN3:</b> Energy consumption within the organisation	Natural gas	16,617,450	17,453,589	20,285,324	kWh	16%	
	Diesel	5,162,430	4,246,704	6,323,050	kWh	49%	
	Petrol	507,686	463,441	443,721	kWh	-4%	
	Fuel oil	838,331	452,335	1,039,566	kWh	130%	
	Total direct energy consumption	23,125,898	22,616,068	28,091,662	kWh	24%	
	Total indirect energy consumption	617,779,394	628,301,925	618,576,558	kWh	-2%	
	Total energy consumption	640,905,292	650,917,993	646,668,220	kWh	-1%	
	% of Total energy from renewables	19%	16%	16%	%	1%	
	% of Total energy from non-renewables	81%	84%	84%	%	-1%	
<b>G4-EN8:</b> Water usage	Total mains m <sup>3</sup> /year	340,704	323,895	401,948	m <sup>3</sup>	24%	
	Total other m <sup>3</sup> /year	278,465	265,598	284,671	m <sup>3</sup>	7%	
	Total m <sup>3</sup> /year	619,169	589,493	686,619	m <sup>3</sup>	16%	

## GRI performance

GRI G4 indicator	Description	2014	2015	2016	Unit	Change 2015-2016
<b>G4-EN15:</b> Direct energy emissions	Direct emissions: from chemicals used for operational processes		8,963	4,610	Tonnes CO <sub>2</sub> e	-49%
	Direct emissions: from fuels	4,461	4,258	5,673	Tonnes CO <sub>2</sub> e	33%
	Total direct emissions	4,461	13,222	10,282	Tonnes CO <sub>2</sub> e	-22%
<b>G4-EN16:</b> Indirect energy emissions	Indirect emissions	288,900	285,810	282,293	Tonnes CO <sub>2</sub> e	-1%
	Total CO <sub>2</sub> e emissions	293,361	299,032	292,575	Tonnes CO <sub>2</sub> e	-2%
<b>G4-EN22:</b> Water discharge	Total m <sup>3</sup> : treatment method - to sewer	98,294	96,216	98,072	m <sup>3</sup>	2%
	Total m <sup>3</sup> : treatment method - to water courses	100,686	95,509	48,025	m <sup>3</sup>	-50%
	Total m <sup>3</sup>	198,980	191,725	146,097	m <sup>3</sup>	-24%
<b>G4-EN23:</b> Waste	Hazardous – composting	0	0	0	Tonnes	-
	Hazardous – reuse	0	0	1	Tonnes	-
	Hazardous – recycled	48	47	49	Tonnes	5%
	Hazardous – recovery	1	1	17	Tonnes	2214%
	Hazardous – incineration	6	7	5	Tonnes	-31%
	Hazardous – landfill	1	14	63	Tonnes	344%
	Total hazardous waste	56	69	135	Tonnes	96%
	Non-hazardous – composting	30	30	35	Tonnes	17%
	Non-hazardous – reuse	6,624	4,025	3,979	Tonnes	-1%
	Non-hazardous – recycled	1,443	1,659	3,827	Tonnes	131%
	Non-hazardous – recovery	0	2,818	1,123	Tonnes	-60%
	Non-hazardous – incineration	102	200	308	Tonnes	54%
	Non-hazardous – landfill	1,475	936	1,310	Tonnes	40%
	Total non-hazardous waste	9,674	9,668	10,583	Tonnes	9%
Nuclear material for disposal:	Volume of nuclear material for disposal		576.83	1,549.64	m <sup>3</sup>	-
<b>G4-EN30:</b> Transport	Total CO <sub>2</sub> e generated through the transportation of UF <sub>6</sub> material (feed, tails, product)	3,701	3,682	4,220	Tonnes CO <sub>2</sub> e	15%
Radiation dose: legal limit: Europe 20mSv / UUSA 50mSv	Average dose for employees	0.18	0.17		mSv	-
	Maximum dose for employees	3.12	3.36		mSv	-
	Average dose for external companies workers	0.08	0.13		mSv	-
	Maximum dose for external companies workers	1.67	6.61		mSv	-

# GRI performance

GRI G4 indicator	Description		2014	2015	2016	Unit	Change 2015-2016
<b>G4-LA1:</b> Employee standards/ wellbeing	Employee turnover by location	UUK	21.4	7.1	4.5	%	
		UNL	4.9	4.5	2.5	%	
		UD	1.5	2.4	2.0	%	
		UCP	1.2	6.7	4.1	%	
		UUSA	19.1	30.6	5.0	%	
		CNS			3.4	%	
		HO	14.8	9.9	10.5	%	
	Employee turnover by age	Under 20	22.2	0.0	0.0	%	
		20-29	24.6	11.7	6.7	%	
		30-39	5.1	6.0	4.7	%	
		40-49	3.8	3.9	4.1	%	
		50-59	8.4	12.3	1.7	%	
		60 and Over	59.5	58.0	11.5	%	
							2016 lost days
<b>G4-LA6:</b> Safety	Employee and contractor LTIs by location	UUK	1	1	2		50
		UNL	2	0	1		29
		UD	2	0	0		0
		UCP	4	2	1		55
		UUSA	2	3	0		60
		CNS			1		2
		HO	0	0	0		0
		Total	11	6	5		196
		2016 LTI rate	0.12			2016 lost day rate	4.83
	Absentee rate	UUK	2.4	1.7	1.4	%	
		UNL	2.3	3.0	2.4	%	
		UD	3.6	2.0	4.0	%	
		UCP	1.0	2.6	1.3	%	
		UUSA	0.0	0.0	0.0	%	
		CNS			2.4	%	
		HO	1.5	1.9	2.9	%	
		Total Group inc. UUSA	1.8	2.0	2.6	%	
		Total Group ex. UUSA	2.5	2.6	2.6	%	

Per 200,000 hours worked

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 incorporated into annual 'paid time off'

## GRI performance

GRI G4 indicator	Description	2014	2015	2016	Unit	Change 2015-16	
<b>G4-LA11:</b> % employees receiving regular performance and career development reviews	% employees receiving regular performance and career development reviews	100	100	100	%		
<b>G4-LA12:</b> % employees by age and gender	Male	Under 20	0.5	0.6	0.6	%	
		20-29	8.8	8.4	9.1	%	
		30-39	20.9	21.1	20.4	%	
		40-49	21.5	22.6	21.7	%	
		50-59	21.6	21.2	21.9	%	
		60 and over	6.2	5.2	5.4	%	
	Female	Under 20	0.1	0.0	0.0	%	
		20-29	3.0	2.8	3.2	%	
		30-39	5.8	6.8	6.5	%	
		40-49	5.6	5.6	5.9	%	
		50-59	4.7	4.7	4.7	%	
		60 and over	1.4	0.9	0.6	%	
		Total	100	100	100	%	

GRI G4 indicator	Location	2014			2015			2016*		
		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
<b>G4-EC5:</b> Standard entry level wage compared to local minimum wage at significant locations of operations	UUK	18.03	8.35	2.16	18.75	7.21	2.60	9.80	8.39	1.17
	UD	15.39	8.50	1.81	15.82	8.50	1.86	16.29	8.50	1.92
	UNL	11.96	8.63	1.39	11.96	8.63	1.39	12.43	8.92	1.39
	UCP	19.92	8.35	2.39	21.56	7.21	2.99	18.84	8.39	2.25
	UUSA	14.71	5.99	2.46	16.69	6.89	2.42	21.03	7.10	2.96
	CNS							16.56	9.09	1.82
	HO	11.99	6.59	1.82	12.71	7.21	1.76	10.88	6.47	1.68

\* Bank of England rates at 30 December 2016

£:€ 1.1651

\$:€ 0.947

# Glossary

## **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.

## **Capital expenditure**

Purchases of property, plant and equipment including prepayments relating to payments to ETC in advance of contracted cascade deliveries, which will be supplied in future periods.

## **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.

## **Deconversion**

This is the process of removing the volatile fluorine component from uranium hexafluoride to make stable uranium oxide (U3O8). URENCO has chosen to use U3O8 as the long-term retrievable storage form of uranium.

## **EBITDA**

Earnings before exceptional items, 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). Depreciation and amortisation are adjusted to remove elements of such changes already included in changes to inventories and other expenses.

## **Energy Savings Group (ESG)**

The ESG is responsible for driving action, accountability and engagement in energy efficiency and optimisation. Three times a year, the ESG convenes meetings to share learnings and propose initiatives to minimise energy usage.

## **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.

## **Euratom**

The European Atomic Energy Community, established in 1957 by members of the European Union.

## **Global Reporting Initiative**

The reporting framework which provides guidance on sustainability performance reporting.

## **Hazardous waste**

Transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annexes 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 cooperation in the nuclear field.

## **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.

## **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.

## **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.

## **Order book**

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

## **Recycled**

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

## **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 school children, featuring a lecture on a related topic, held at the Science Museum.

## **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.

## **Supplier of choice**

Increasing available capacity and experience of new operating environments facilitates first class service delivery and the flexibility to meet the changing needs of our customers. This will enable URENCO to be considered the 'supplier of choice' by our customers.

# Glossary

## SWU

Separative Work Unit. The standard measure of the effort required to increase the concentration of the fissionable  $U_{235}$  isotope.

## 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 constructed and operated 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.

## $U_{235}$

The fissionable uranium isotope found in natural uranium.

## $U_{238}$

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

## UD

URENCO Deutschland.

## UNL

URENCO Nederland.

## 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  $UF_6$ .

## 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 site in Capenhurst, UK.

## UUK

URENCO UK.

## UUSA

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

### Further information

#### Contact:

Jayne Hallett  
Director of Corporate Communications  
URENCO Limited  
URENCO Court  
Sefton Park  
Bells Hill  
Stoke Poges  
SL2 4JS, UK  
[enquiries@urengo.com](mailto:enquiries@urengo.com)